

Section 4 – Finance Tables

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1: Introduction

There are five types of finance table: Tables 1-3 relate to all Service Areas, while only some Service Areas have tables 4 and/or 5. Tables 1, 2, 3 and 5 show a Service Area's revenue budget in different presentations. Tables 3 and 5 detail all the changes to the budget. Table 2 shows the impact of the changes in year 1 on each policy line. Table 1 shows the combined impact on each policy line over the 5 year period. Some changes listed in Table 3 impact on just one policy line in Tables 1 and 2, but other changes in Table 3 are split across various policy lines in Tables 1 and 2. Table 4 outlines a Service Area's capital budget.

Table 1 presents the gross budget split by policy line for each of the five years of the Business Plan. It also shows the revised opening budget and the net budget, together with fees, charges and ring-fenced grant income, for 2014-15 split by policy line. Policy lines are specific areas within a service on which we report, monitor and control the budget. The purpose of this table is to show how the gross budget for a Service Area changes over the period of the Business Plan.

Table 2 presents additional detail on the gross budget for 2014-15 split by policy line. The purpose of the table is to show how the budget for each policy line has been constructed: inflation, demography and demand, pressures, investments and savings are added to the opening budget to give the closing budget.

Table 3 explains in detail the changes to the previous year's budget over the period of the Business Plan, in the form of

individual proposals. At the top it takes the previous year's gross budget and then adjusts for proposals, grouped together in sections, covering inflation, demography and demand, pressures, investments and savings to give the new gross budget. The gross budget is reconciled to the net budget in part 7. Finally, the sources of funding are listed in part 8. An explanation of each section is given below.

- **Opening Gross Expenditure:** The amount of money available to spend at the start of the financial year and before any adjustments are made. This reflects the final budget for the previous year.
- **Revised Opening Gross Expenditure:** Adjustments that are made to the base budget to reflect permanent changes in a Service Area. This is usually to reflect a transfer of services from one area to another.
- **Inflation:** Additional budget provided to allow for pressures created by inflation. These inflationary pressures are particular to the activities covered by the Service Area.
- **Demography and Demand:** Additional budget provided to allow for pressures created by demography and increased demand. These demographic pressures are particular to the activities covered by the Service Area, which cannot be managed within normal cost efficiency plans. Demographic changes are backed up by a robust programme to challenge and verify requests for additional budget.
- **Pressures:** These are specific additional pressures identified that require further budget to support.

- **Investments:** These are investment proposals where additional budget is sought, often as a one-off request for financial support in a given year and therefore shown as a reversal where the funding is time limited (a one-off investment is not a permanent addition to base budget).
- **Savings:** These are savings proposals that indicate services that will be reduced, stopped or delivered differently to reduce the costs of the service. They could be one-off entries or span several years.
- **Total Gross Expenditure:** The newly calculated gross budget allocated to the Service Area after allowing for all the changes indicated above. This becomes the Opening Gross Expenditure for the following year.
- **Fees, Charges & Ring-fenced Grants:** This lists the fees, charges and grants that offset the Service Area's gross budget. The section starts with the carried forward figure from the previous year and then lists changes applicable in the current year.
- **Total Net Expenditure:** The net budget for the Service Area after deducting fees, charges and ring-fenced grants from the gross budget.
- **Funding Sources:** How the gross budget is funded – funding sources include cash limit funding (central Council funding from Council Tax, business rates and government grants), fees and charges, and individually listed ring-fenced grants.

Table 4 presents a Service Area's capital schemes, across the ten-year period of the capital programme. The schemes are summarised by start year in the first table and listed individually, grouped together by category, in the second table. The third table identifies the funding sources used to fund the programme. These sources include prudential borrowing, which has a revenue impact for the Council.

Table 5 follows the same format and purpose as table 3 for Service Areas where there is a rationale for splitting table 3 in two.

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A: Children, Families and Adults Services Overview

Services to be provided

The Children, Families and Adults Service (CFA) has a major role in delivering the Council's responsibilities for the safeguarding, wellbeing and education of the residents of Cambridgeshire. The Service is responsible for the safeguarding of vulnerable adults and children, educational outcomes and makes a significant contribution to the health and wellbeing of children, families and adults.

In broad terms, services include the following:

- Prevention, early intervention and support for vulnerable adults, including the provision of advice, information, advocacy and support for carers. Effective use of Assistive Technology/Telecare (ATT) and re-ablement services to promote independence and prevent the need for more expensive services in the future. Work with partners, including the Voluntary and Community Sector (VCS), to help prevent the need for people to access our statutory services.
- Assessment of the needs of adults with particular vulnerabilities, including older people, adults with learning disabilities, physical disabilities or sensory needs and adults with mental health needs. These assessments will be directed by adults themselves and support personal choice and control in how assessed eligible needs are met, including the use of personal budgets and the needs of family carers.
- Commissioning, procuring and providing services that meet assessed eligible needs. To support choice and control and maximise independence we promote the use of direct payments as an alternative to services being arranged for people.
- Safeguarding and protecting vulnerable adults from abuse.
- Providing a good quality place in learning for all children and young people, and particularly for those with Special Educational Needs (SEN) or a disability.
- Working with all schools, including academies, and early year settings to ensure that children and young people get the best quality education, standards improve and the gap in achievement narrows for those who face deprivation.
- Identifying and supporting children and families who are vulnerable and need support at the earliest opportunity through locality teams, children's centres and working with schools, partners in health, adult services and the police.
- Safeguarding all children and young people at risk of significant harm and ensuring children who are unable to remain at home are given the highest priority and minimal delay in finding alternative permanent homes.
- Provision of high quality fostering and adoption services to meet the placement demands of Cambridgeshire children.
- Provision of a range of family support services to those families in greatest need.

When considering the services CFA provide, it is important to note the changing national legislative context. Significant changes are expected to the Council's adult social care responsibilities when the Care and Support Bill is fully implemented, which is likely to be from April 2015. This will include the introduction of a national threshold for providing care, changes to the thresholds for personal funding of care, new responsibilities in respect of carer assessments and legal entitlements to hold personal budgets. Similarly, the Children and Families Bill includes reforms to the systems for adoption, Looked After Children, family justice and SEN. We will need to prepare for the changing requirements when both these Bills are implemented.

Any financial impacts arising from changes to legislation will need to be updated as details and local implications become clearer.

Key outcomes and priorities of the service

The Council faces exceptionally difficult financial challenges in the next four years and CFA has developed savings proposals in response to these challenges. The total CFA savings requirement is £99m over the next four years, with £32m of that in year one (2014-15). Services will continue to seek to improve their effectiveness, but the level and range of services that can be provided is generally reducing.

The key outcomes we will seek to achieve for children, families and adults in Cambridgeshire are set out below, alongside our priorities for delivering these intentions.

Older people and vulnerable adults are supported to retain or regain their independence, to live at home with their families and in their communities for as long as possible, and are in control of the support they receive:

- Develop a more proactive model of Adult Social Work and Social Care which focusses on prevention, reablement and progression, encourages people to make full use of existing community networks and works alongside health colleagues and other partners.
- Ensure the carer support services we commission help people to sustain their caring role for as long as possible and are targeted to those who need the most help to support people at home.
- Develop approaches to housing, infrastructure, transport and ATT which support people to remain as independent as possible for as long as possible.
- Develop an integrated model of work for older people between local authority teams, health services, the VCS and housing teams to reduce costs.

Outcomes for children and families from deprived backgrounds are improved and the impact of poverty is minimised:

- Help vulnerable families with the care and development of their children.
- Deliver a joint approach with schools to improve attainment of children from deprived backgrounds and in other vulnerable groups.
- Remodel the delivery of children's centres; targeting provision to greatest need and focussing on vulnerable and hard to reach families.
- Work with partners to deliver the Cambridgeshire Child Poverty Strategy and mitigate the impact of the welfare benefit reforms on vulnerable families.

Ensure all children go to good or outstanding schools and early education settings:

- Support young people to leave learning with the skills, qualifications and opportunities to find jobs and succeed in the modern economy.
- Implement a rigorous approach to school improvement, which drives and supports the effectiveness of schools, works alongside those needing to improve, facilitates school to school support and provides challenge where necessary.
- Implement a review of our early years support to settings where quality needs to improve.

- Further develop the post-16 learning participation strategy, with a focus on supporting vulnerable groups and bringing businesses and young people together, working alongside local colleges.

The needs of people with physical and learning disabilities are identified as early as possible and appropriate support is provided throughout their lives and alongside their families:

- Focus on early intervention and preventative work with families with children with SEN and/or a disability. Consider how the system of early support services can prevent children requiring high cost packages or becoming looked after later in life.
- Re-commission the range of services funded within the 'high needs block' to respond to the rising number of children with SEN statements and work with schools to develop new ways to meet need.
- Develop a model that supports progression for younger adults with disabilities supporting them to develop skills and reduce dependency on social care services.
- Develop a greater focus on supporting the progression of adults with learning disabilities, keeping adults in the County and using ATT and Occupational Therapy to reduce demand in other parts of the social care system.

All forms of mental health need are recognised, understood and supported appropriately:

- Create a County strategy for mental health, which covers the spectrum of need, early intervention and voluntary and community services.
- Develop dual pathways for social care in mental health and for those with a dual diagnosis that promote partnership working.
- Deliver a joint plan with Cambridgeshire and Peterborough Foundation Trust (CPFT) to increase the robustness and timeliness of care package reviews, with a view to reducing the cost of necessary packages.
- Revise the care plan by considering a wider range of options to meet needs, including the use of technology which has significant potential in mental health, but has not yet been sufficiently developed.

Families receive effective and coordinated early help which prevents problems getting worse and specialist services being required, and children, families and adults are safe at home and in their communities:

- The right children are in care at the right time in the right placement.
- Re-commission early help services ensuring that family work services (from early intervention to specialist or high need interventions) are coordinated and targeted.

- Deliver the aims of *Together for Families* with partners and move towards a community budget which provides sustainability for the future.
- A continued collective focus across CFA on reducing the number of children coming into care through early intervention, prevention and successful social work, to realise savings in the placements budget.
- Work across CFA services to reduce demand for drug and alcohol services, alongside the public health role.

Services and practice are consistently high quality and value for money:

- Deliver the Children's Safeguarding Improvement Programme and ensure safeguarding and protection services deliver consistent, high quality support.
- Accelerate the move to traded models of service to schools, families, partners and other authorities, and develop a coherent approach to charging and trading across CFA services.
- Plan and deliver services for children, families and adults through a financial model for the deployment of CFA services, alongside housing and infrastructure development in areas of population growth.
- Give service users a strong voice in service design and their own support through our personalisation, participation and voice of the child work.

- Develop our assessment and comparison of the impact of services on outcomes, and so deliver the most effective interventions possible.
- Ensure our workforce is equipped with skills to transform services and deliver excellence.

How will our services change as a result of this business plan?

Managing demand for services

A number of our proposals focus on managing the demand for our services within the available resources. It is important to emphasise that no changes to thresholds for accessing care are envisaged.

We will focus on **managing the demand for Older People's services** to ensure that the demographic investment is applied in the most efficient way and the Directorate is able to manage the demand for services within net available resources. There are significant opportunities to design and implement a better system of services for older people that support people to stay at home and remain as independent as possible, support those who care for older people, put people in control of the care they receive, and support them to live with dignity throughout their lives. We will:

- Strengthen financial accountability to ensure that robust arrangements are in place for all staff involved in decisions which impact on the budget for Older People's services.
- Establish more robust assessment processes to ensure they balance the need to be person-centered with the need for greater financial control.
- Ensure streamlined and robust review processes for care packages.
- Review the Cambridgeshire model of social care and service offering to older people.
- Strengthen commissioning arrangements for all older people's services to ensure arrangements are fit for purpose, achieve best value for money, quality of care and responsiveness.
- Prevent escalation of need (cost) and ensure more proactive use of the VCS to support carers to develop a clearer model of prevention.
- Increase and make better use of ATT and community equipment to manage demand, reduce cost and enable older people to stay at home for as long as possible.
- Improve arrangements for self-directed support (SDS) and direct payments to identify how the SDS process can be streamlined, communication to service users simplified and a better use of resources.
- Make better use of extra care housing, including evaluating current use to ensure that it is being used appropriately as an alternative to residential care.
- Release staff capacity to manage demand by streamlining social care processes.

We will **manage packages for people with learning disabilities, physical disabilities and sensory needs** by ensuring that demographic investment is used in the most efficient way to respond to new demand. There will be a continued focus on ATT, supporting family carers, supporting the integration of people with disabilities within their local communities and community resources. A model of progression will be developed during 2014-15 to build on the skills and abilities of each individual to achieve greater independence and less reliance on services.

We are preparing for the **Better Care Fund** in 2014-15 and 2015-16, which represents a significant opportunity to invest in preventative and early intervention activity and support our strategy to manage demand for adult social care. Plans for investment are being developed.

For adults with a learning disability, we plan to **reset the financial calculator for personal budgets to give a lower financial allocation**. This will reduce the expenditure used to meet substantial and critical needs, and will mean a cut in the personal budgets that people have available to them.

We will **manage demand within our Adult Mental Health Services** to increase the robustness and timeliness of care package reviews, revise the care plan and strategically commission the VCS to meet need more efficiently and reduce duplication, reducing the cost of support packages.

We will also continue our collective focus across CFA on **reducing the number of children coming into care** through early intervention, prevention and successful social work.

Re-commissioning services

We plan to **re-structure Children's Centres** to focus on delivering targeted services to priority groups with a smaller proportion of the service being universal. Hub centres will be located where there are concentrations of higher need, with an increased focus on outreach work for families living in more dispersed communities. This will result in a reduction in the level of service that many families will be able to access.

Services supporting **early years and early education provision** will be reshaped, in the context of the significantly revised statutory requirements set by Government. A new model will focus primarily on targeted support to families in vulnerable groups or to settings where quality needs to improve and less on universal support. We will **re-commission our early help services** to ensure that services provided are those which will have the maximum impact.

We are looking at the **future placement needs of children looked after in Cambridgeshire** within our residential and fostering services, and the most cost-effective way to provide these services.

A new strategic approach for **Social Work and Social Care for Adults in Cambridgeshire** will lead to more proactive, preventative and personalised ways of working. This will reduce the demand for social care services by supporting people to engage with their local community or personal network and live healthy, fulfilled, and independent lives.

There will also be changes to the provision of **transport for people with learning disabilities and physical disabilities**, including a rationalising of transport routes. Reviews of routes currently deemed to be unsafe for children to use to walk to school accompanied by an adult as necessary, will be undertaken, with a view to **withdrawing the entitlement to free transport** with effect from September 2014.

To address the financial challenges in the later years of our Business Plan (2016-17 to 2018-19), we are investigating whole system pathways across CFA where we can bring about innovation to make further efficiencies or where further reductions in the level and range of services are required. This could lead to very different services and structures compared to current arrangements.

Section 4 - A: Children, Families and Adults Services

Table 1: Revenue - Summary of Gross Budget by Operational Division

Budget Period: 2014-15 to 2018-19

Gross Revised Opening Budget 2014-15 £000		Net Budget 2014-15 £000	Fees, Charges & Ring-fenced Grants 2014-15 £000	Gross Budget 2014-15 £000	Gross Budget 2015-16 £000	Gross Budget 2016-17 £000	Gross Budget 2017-18 £000	Gross Budget 2018-19 £000
	Adult Social Care							
3,623	Strategic Management - ASC	2,088	-138	2,226	2,121	2,020	2,020	2,020
856	Procurement	877	-	877	877	877	877	877
2,869	ASC Strategy, Transformation and WorkForce Development	2,079	-632	2,711	2,451	2,224	2,024	2,024
883	ASC Practice & Safeguarding	620	-286	906	906	906	906	906
	<i>Prevention</i>							
607	Carers	621	-	621	621	621	621	621
2,458	Integrated Community Equipment Service	2,242	-116	2,358	2,301	2,249	2,197	2,330
1,027	Social Fund	748	-	748	1,048	1,048	1,048	1,048
	<i>Learning Disability Services</i>							
5,975	LD Head of Services	5,251	-700	5,951	5,951	5,951	5,951	5,951
1,330	Ordinary Residence	-	-	-	-	-	-	-
21,785	City & South Locality	20,487	-927	21,414	20,324	19,377	19,093	20,140
18,814	East Cambs & Fenland Locality	17,712	-815	18,527	17,640	16,867	16,632	17,475
15,051	Hunts Locality	14,325	-580	14,905	14,345	13,860	13,724	14,282
	<i>Physical Disability Services</i>							
1,534	PD Head of Services	1,076	-44	1,120	1,095	1,070	1,070	1,070
13,866	Physical Disabilities	12,997	-1,565	14,562	13,746	12,702	11,880	12,580
478	Sensory Services	482	-8	490	489	489	489	489
94	Carers	95	-	95	95	95	95	95
165	In House Provider Services	42	-172	214	214	214	214	214
91,415	Subtotal Adult Social Care	81,742	-5,983	87,725	84,224	80,570	78,841	82,122
	Older People's Services and Adult Mental Health							
10,633	Director of Older People and Adult Mental Health	5,721	-5,292	11,013	10,351	9,745	9,442	9,842
25,094	OP - City & South Locality	16,532	-9,158	25,690	25,053	24,615	24,806	26,180
10,762	OP - East Cambs Locality	7,096	-3,908	11,004	10,732	10,544	10,626	11,214
13,736	OP - Fenland Locality	9,056	-5,000	14,056	13,709	13,469	13,573	14,324
20,389	OP - Hunts Locality	13,442	-7,401	20,843	20,326	19,970	20,126	21,240
654	Addenbrooke's Discharge Planning Team	438	-233	671	655	644	649	685
359	Hinchinbrooke Discharge Planning Team	240	-128	368	358	352	355	375
8,121	Cambridgeshire Community Services Section 75	8,121	-	8,121	8,121	8,121	8,121	8,121
	<i>Mental Health</i>							
5,459	Head of Services	5,198	-186	5,384	5,365	5,603	5,944	6,495
7,383	Cambridgeshire & Peterborough Foundation Trust Locality Teams	7,099	-415	7,514	7,514	7,514	7,514	7,514
102,590	Subtotal Older People's Services and Adult Mental Health	72,943	-31,721	104,664	102,184	100,577	101,156	105,990

Section 4 - A: Children, Families and Adults Services

Table 1: Revenue - Summary of Gross Budget by Operational Division
Budget Period: 2014-15 to 2018-19

Gross Revised Opening Budget 2014-15 £000		Net Budget 2014-15 £000	Fees, Charges & Ring-fenced Grants 2014-15 £000	Gross Budget 2014-15 £000	Gross Budget 2015-16 £000	Gross Budget 2016-17 £000	Gross Budget 2017-18 £000	Gross Budget 2018-19 £000
	Children's Social Care							
2,875	Strategic Management - Children's Social Care	2,356	-	2,356	2,151	2,151	2,151	2,151
4,476	Head of Social Work	4,469	-70	4,539	4,339	4,339	4,339	4,339
1,353	Legal Proceedings	1,353	-	1,353	1,353	1,353	1,353	1,353
1,092	Safeguarding & Standards	983	-131	1,114	1,044	1,044	1,044	1,044
3,234	Children's Social Care Access	3,120	-160	3,280	3,197	3,197	3,197	3,197
10,293	Children Looked After	9,586	-329	9,915	9,801	9,616	9,616	9,616
4,962	Children In Need	5,145	-31	5,176	4,822	4,938	5,055	5,176
6,671	Disabled Services	6,114	-449	6,563	6,552	6,635	6,722	6,814
34,956	Subtotal Children's Social Care	33,126	-1,170	34,296	33,259	33,273	33,477	33,690
	Strategy and Commissioning							
1,212	Strategic Management - S&C	667	-268	935	735	488	428	428
1,078	Information Sharing & OneVision	1,122	-	1,122	1,072	972	972	972
1,618	Strategy, Performance & Partnerships	1,502	-	1,502	1,436	1,436	1,436	1,436
	<i>Commissioning Enhanced Services</i>							
18,179	Looked After Children Placements	17,366	-285	17,651	17,500	18,763	19,993	21,303
7,140	Special Educational Need Placements	7,037	-204	7,241	7,241	7,241	7,241	7,241
3,419	Commissioning Services	3,236	-7	3,243	2,972	2,908	2,734	2,734
1,181	Early Years Specialist Support	1,155	-	1,155	1,155	1,155	1,155	1,155
7,310	Home to School Transport - Special	7,574	-68	7,642	7,766	7,890	8,014	8,014
	<i>Executive Director Office</i>							
829	Executive Director	277	-	277	-72	-355	19	429
2,162	Central Financing	1,569	-	1,569	1,519	1,519	1,519	1,519
3,741	Teachers Pensions & Redundancy	2,941	-560	3,501	3,501	3,501	3,501	3,501
47,869	Subtotal Strategy and Commissioning	44,446	-1,392	45,838	44,825	45,518	47,012	48,732
	Children's Enhanced and Preventative Services							
1,110	Strategic Management - E&P Services	819	-	819	774	467	467	467
552	Children's Centres Strategy	474	-170	644	612	584	584	584
2,771	Support to Parents	1,633	-1,005	2,638	2,378	2,237	2,237	2,237
4,718	Support for Learning and Sensory Services	4,789	-12	4,801	4,605	4,364	4,364	4,364
1,190	Education Psychologists	1,080	-86	1,166	1,117	1,056	1,056	1,056
9,167	Safer Communities Partnership	1,351	-7,886	9,237	8,874	8,424	8,440	8,454

Section 4 - A: Children, Families and Adults Services

Table 1: Revenue - Summary of Gross Budget by Operational Division

Budget Period: 2014-15 to 2018-19

Gross Revised Opening Budget 2014-15 £000		Net Budget 2014-15 £000	Fees, Charges & Ring-fenced Grants 2014-15 £000	Gross Budget 2014-15 £000	Gross Budget 2015-16 £000	Gross Budget 2016-17 £000	Gross Budget 2017-18 £000	Gross Budget 2018-19 £000
2,766	<i>Youth Support Services</i>							
	Youth Offending Service	1,300	-1,333	2,633	2,294	2,153	2,153	2,153
1,234	Central Integrated Youth Support Services	982	-143	1,125	1,074	1,011	1,011	1,011
	<i>Locality Teams</i>							
4,188	East Cambs & Fenland Localities	3,747	-80	3,827	3,570	3,356	3,356	3,356
5,182	South Cambs & City Localities	4,771	-58	4,829	4,531	4,266	4,266	4,266
3,313	Huntingdonshire Localities	2,813	-129	2,942	2,721	2,552	2,552	2,552
36,191	Subtotal Children's Enhanced and Preventative Services	23,759	-10,902	34,661	32,550	30,470	30,486	30,500
	Learning							
182	Strategic Management - Learning	-100	-61	-39	-54	-84	-114	-114
2,220	Early Years	1,460	-109	1,569	1,182	1,182	1,182	1,182
3,176	Primary	1,863	-1,252	3,115	3,045	2,675	2,320	2,320
1,855	Secondary & Special	1,722	-44	1,766	1,721	1,646	1,591	1,591
11,150	Networking & Partnerships	1,556	-9,023	10,579	10,482	10,482	10,362	10,362
1,680	Integrated Workforce Development Service	1,502	-103	1,605	1,590	1,575	1,575	1,575
14,896	Catering, Cleaning & Groomfield Services	-264	-15,160	14,896	14,896	14,896	14,896	14,896
	<i>Infrastructure</i>							
1,434	School Organisation and Planning	853	-416	1,269	1,269	1,269	1,269	1,269
1,037	Early Years Infrastructure	756	-1	757	596	596	596	596
261	Buildings and Capital	166	-	166	138	138	138	138
10,666	Home to School Transport - Mainstream	8,781	-824	9,605	9,274	9,341	9,202	9,202
48,557	Subtotal Learning	18,295	-26,993	45,288	44,139	43,716	43,017	43,017
	- DSG Adjustment	-22,695	-22,695	-	-	-	-	-
	Future Years							
	- Inflation	-	-	-	6,845	13,456	19,934	26,367
	- Savings	-	-	-	-302	-8,474	-17,213	-34,260
361,578	CFA BUDGET TOTAL	251,616	-100,856	352,472	347,724	339,106	336,710	336,158

Section 4 - A: Children, Families and Adults Services

Table 2: Revenue - Gross Budget Changes by Operational Division
Budget Period: 2014-15

	Gross Revised Opening Budget £000	Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings £000	Gross Budget £000
Adult Social Care							
Strategic Management - ASC	3,623	81	-	-	-	-1,478	2,226
Procurement	856	21	-	-	-	-	877
ASC Strategy, Transformation and WorkForce Development	2,869	53	-	-	-	-211	2,711
ASC Practice & Safeguarding	883	23	-	-	-	-	906
<i>Prevention</i>							
Carers	607	14	-	-	-	-	621
Integrated Community Equipment Service	2,458	50	131	-	-	-281	2,358
Social Fund	1,027	21	-	-	-	-300	748
<i>Learning Disability Services</i>							
LD Head of Services	5,975	126	-	-	-	-150	5,951
Ordinary Residence	1,330	27	-	-	-	-1,357	-
City & South Locality	21,785	443	886	-	-	-1,700	21,414
East Cambs & Fenland Locality	18,814	380	714	-	-	-1,381	18,527
Hunts Locality	15,051	306	473	-	-	-925	14,905
<i>Physical Disability Services</i>							
PD Head of Services	1,534	34	-	-	100	-548	1,120
Physical Disabilities	13,866	283	499	-	-	-86	14,562
Sensory Services	478	12	-	-	-	-	490
Carers	94	2	-	-	-	-1	95
In House Provider Services	165	65	-	-	-	-16	214
Subtotal Adult Social Care	91,415	1,941	2,703	-	100	-8,434	87,725
Older People's Services and Adult Mental Health							
Director of Older People and Adult Mental Health	10,633	352	688	1,094	200	-1,954	11,013
OP - City & South Locality	25,094	531	1,203	1,912	-	-3,050	25,690
OP - East Cambs Locality	10,762	214	515	819	-	-1,306	11,004
OP - Fenland Locality	13,736	286	657	1,046	-	-1,669	14,056
OP - Hunts Locality	20,389	402	975	1,552	-	-2,475	20,843
Addenbrooke's Discharge Planning Team	654	13	31	50	-	-77	671
Hinchingbrooke Discharge Planning Team	359	7	17	27	-	-42	368
Cambridgeshire Community Services Section 75	8,121	-	-	-	-	-	8,121
<i>Mental Health</i>							
Head of Services	5,459	131	473	-	200	-879	5,384
Cambridgeshire & Peterborough Foundation Trust Locality Teams	7,383	153	-	-	-	-22	7,514
Subtotal Older People's Services and Adult Mental Health	102,590	2,089	4,559	6,500	400	-11,474	104,664

Section 4 - A: Children, Families and Adults Services

Table 2: Revenue - Gross Budget Changes by Operational Division

Budget Period: 2014-15

	Gross Revised Opening Budget £000	Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings £000	Gross Budget £000
Children's Social Care							
Strategic Management - Children's Social Care	2,875	81	-	-	-150	-450	2,356
Head of Social Work	4,476	92	-	-	-	-29	4,539
Legal Proceedings	1,353	27	-	-	-	-27	1,353
Safeguarding & Standards	1,092	24	-	-	-	-2	1,114
Children's Social Care Access	3,234	82	-	-	-	-36	3,280
Children Looked After	10,293	239	-	-	-	-617	9,915
Children In Need	4,962	120	113	-	-	-19	5,176
Disabled Services	6,671	143	67	-	-	-318	6,563
Subtotal Children's Social Care	34,956	808	180	-	-150	-1,498	34,296
Strategy and Commissioning							
Strategic Management - S&C	1,212	27	-	-	-	-304	935
Information Sharing & OneVision	1,078	25	-	-	95	-76	1,122
Strategy, Performance & Partnerships	1,618	40	-	-	-	-156	1,502
<i>Commissioning Enhanced Services</i>							
Looked After Children Placements	18,179	364	991	-	-	-1,883	17,651
Special Educational Need Placements	7,140	139	-	-	-	-38	7,241
Commissioning Services	3,419	69	-	-	-235	-10	3,243
Early Years Specialist Support	1,181	24	-	-	-	-50	1,155
Home to School Transport - Special	7,310	213	124	-	-	-5	7,642
<i>Executive Director Office</i>							
Executive Director	829	18	256	-	-	-826	277
Central Financing	2,162	28	-	-	-	-621	1,569
Teachers Pensions & Redundancy	3,741	74	-	-	-	-314	3,501
Subtotal Strategy and Commissioning	47,869	1,021	1,371	-	-140	-4,283	45,838
Children's Enhanced and Preventative Services							
Strategic Management - E&P Services	1,110	34	-	-	-	-325	819
Children's Centres Strategy	552	12	-	-	80	-	644
Support to Parents	2,771	34	-	-	-150	-17	2,638
Support for Learning and Sensory Services	4,718	86	-	-	-	-3	4,801
Education Psychologists	1,190	27	-	-	-	-51	1,166
Safer Communities Partnership	9,167	184	15	-	-	-129	9,237

Section 4 - A: Children, Families and Adults Services

Table 2: Revenue - Gross Budget Changes by Operational Division

Budget Period: 2014-15

	Gross Revised Opening Budget £000	Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings £000	Gross Budget £000
<i>Youth Support Services</i>							
Youth Offending Service	2,766	52	-	-	-	-185	2,633
Central Integrated Youth Support Services	1,234	27	-	-	-67	-69	1,125
<i>Locality Teams</i>							
East Cambs & Fenland Localities	4,188	98	-	-	40	-499	3,827
South Cambs & City Localities	5,182	118	-	-	40	-511	4,829
Huntingdonshire Localities	3,313	78	-	-	40	-489	2,942
Subtotal Children's Enhanced and Preventative Services	36,191	750	15	-	-17	-2,278	34,661
Learning							
Strategic Management - Learning	182	-	-	-	-	-221	-39
Early Years	2,220	54	-	-	-	-705	1,569
Primary	3,176	71	-	-	-	-132	3,115
Secondary & Special	1,855	37	-	-	-	-126	1,766
Networking & Partnerships	11,150	62	-	-	-	-633	10,579
Integrated Workforce Development Service	1,680	52	-	-	-	-127	1,605
Catering, Cleaning & Groomfield Services	14,896	-	-	-	-	-	14,896
<i>Infrastructure</i>							
School Organisation and Planning	1,434	32	-	-	-	-197	1,269
Early Years Infrastructure	1,037	23	-	-	-	-303	757
Buildings and Capital	261	11	-	-	-	-106	166
Home to School Transport - Mainstream	10,666	313	119	-	-	-1,493	9,605
Subtotal Learning	48,557	655	119	-	-	-4,043	45,288
CFA BUDGET TOTAL	361,578	7,264	8,947	6,500	193	-32,010	352,472

Section 4 - A: Children, Families and Adults Services

Table 3: Revenue - Overview

Budget Period: 2014-15 to 2018-19

Ref	Title	Detailed Plans		Outline Plans			Type	Description
		2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000		
1	OPENING GROSS EXPENDITURE	337,065	329,777	325,029	316,411	314,015		
A/R.1.001	Reduction in spend funded by income from schools and other external sources	-636	-	-	-	-	New	£0.6m reduction in schools income reflecting: £2.1m reduction in income for Catering and Cleaning Services; increase of £0.9m for Cambridgeshire Racial Equality and Diversity Service and other services which were previously funded by the Dedicated Schools Grant but are now directly purchased by schools; and increase of £0.6m in schools' purchasing of services within the Learning Directorate.
A/R.1.002	Transfer of Function - Public Health	135	-	-	-	-	New	Additional Public Health funding for responsibilities in relation to alcohol work.
A/R.1.003	Transfer of Function - Social Fund	-15	-	-	-	-	Existing	Social Fund Transfer to County Council. Planned reduction in funding from central government to locally deliver welfare provision to people in crisis.
A/R.1.004	Increase in NHS funding	2,334	2,496	-	-	-	Modified	Increase in funding transfer from the NHS to social care. In 2015-16 the total allocation from the Better Care Fund (BCF) for Cambridgeshire is expected to be in the region of £18.4m of which just over 50% will be performance related. The figures shown are just the element of the Better Care Funding which relate to the savings identified at A/R.6.209. We are in the process of agreeing with Partners the use of the full BCF funding to put in place preventative and early intervention measures to reduce demand on social care, prevent hospital admissions and improve outcomes for service users.
1.999	REVISED OPENING GROSS EXPENDITURE	338,883	332,273	325,029	316,411	314,015		
2	INFLATION							
A/R.2.001	Centrally funded inflation	6,763	6,364	6,246	6,091	6,047	Existing	Forecast pressure from inflation, based on detailed analysis incorporating national economic forecasts, specific contract inflation and other forecast inflationary pressures.
A/R.2.002	Public Health funded inflation	136	139	-	-	-	New	Forecast pressure from inflation on Public Health funded services to be funded from the Public Health grant.
2.999	Subtotal Inflation	6,899	6,503	6,246	6,091	6,047		
3	DEMOGRAPHY AND DEMAND							
A/R.3.001	Integrated Community Equipment Services (ICES)	131	133	133	133	133	Modified	Funding to support the increased demand for Community Equipment, both for the Adult population (demand for more complex equipment and demand led by Reablement) and for children (where demand continues to grow). ICES is an all age service.
A/R.3.002	Physical Disability & Sensory Services	499	432	150	22	700	Modified	Funding to support the increase in demand on the service from children transferring to adult services and the net predicted increase in new users' needs (based on current trends of new users less users leaving the service); funding allocated to users turning 65 in 2013-14 has been transferred to Older People's Services.
A/R.3.003	Learning Disability Partnership	2,073	2,756	2,668	2,720	2,448	Modified	Funding to support new users in the service (children turning 19 in 2013-14), as well as carer breakdown. Most of the funding for LD demography is based on named users. Allowance has also been made for users turning 65 in the year, where funding has been removed and transferred to Older People's Services.

Section 4 - A: Children, Families and Adults Services

Table 3: Revenue - Overview
Budget Period: 2014-15 to 2018-19

Ref	Title	Detailed Plans		Outline Plans			Type	Description
		2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000		
A/R.3.004	Older People	4,086	4,071	4,488	4,830	4,283	Modified	Funding to support the increase in the Older People population, as well as changing levels of need. Funding for Mental Health, Physical Disability and Sensory Services, and Learning Disability users turning 65 in the year is also included.
A/R.3.005	Adult Mental Health	473	489	447	511	551	Modified	Funding to support increases in mental health needs, based on new users' needs (calculated trend), children turning 19 in the year and removing the impact of users turning 65 whose funding is transferred to Older People's Services.
A/R.3.006	Support Packages - Children in Need	113	115	116	117	121	Modified	Increased costs for Children in Need teams within Children's Social Care due to increasing numbers of referrals, and initial and core assessments being undertaken.
A/R.3.007	Disability	67	91	83	87	92	Modified	Projected growth in disabled children numbers being seen in Cambridgeshire and requiring support from Children's Social Care, based on national trends in numbers and increases in complexity of need.
A/R.3.008	Home to School Special Transport	124	124	124	124	-	Existing	Increased costs of journeys to school for children with Special Educational Needs (SEN) due to increasing numbers and complexity of need of children being transported.
A/R.3.009	Looked After Children Numbers	991	1,141	1,263	1,230	1,310	Modified	Projected change in Looked After Children (LAC) numbers due to local population growth estimates and national growth in LAC numbers. Significant savings are planned to be delivered through the Placements strategy by reducing the risk of children entering care, reducing the length of time children spend in care, and reducing the risk of children returning to care. (See ref A/R.6.407)
A/R.3.010	Growth in Children Numbers (incl Migration)	256	313	379	374	410	Modified	Increase in services required to support increased and more diverse child population in Cambridgeshire.
A/R.3.011	Home to School Mainstream Transport	119	94	204	-	-	Modified	Increased costs due to known new transport routes being put in place and anticipated increases in Post 16 numbers being transported.
A/R.3.012	Adult Alcohol Specialist Treatment Service	15	17	18	16	14	New	Funding to support increased demand for alcohol services. Funded by Public Health Grant.
3.999	Subtotal Demography and Demand	8,947	9,776	10,073	10,164	10,062		
4	PRESSURES							
A/R.4.001	Older People pressure	6,500	-	-	-	-	New	The Older People budget is overspending by £7m in 2013-14 and this pressure will be carried forward into future years with the exception of £500k which are one off costs in 2013-14.
4.999	Subtotal Pressures	6,500	-	-	-	-		
5	INVESTMENTS							
A/R.5.001	Social Care redesign	-150	-	-	-	-	Existing	Ending of transformation funding given to support Social Care teams being restructured in to a unit model. Restructuring will be complete by the end of 2013-14.
A/R.5.002	Children's Social Care IT system	95	-	-	-	-	Existing	Revenue costs of improvements to IT system for Children's Social Care.
A/R.5.003	Flexible Shared Care Resource	-	-204	-64	-174	-	Existing	Ending of transformation funding given to fill a gap in the market for the provision of services which bridge the gap between fostering and community support and residential provision. Investment will be repaid over a 7 year period from savings in placement costs.

Section 4 - A: Children, Families and Adults Services

Table 3: Revenue - Overview

Budget Period: 2014-15 to 2018-19

Ref	Title	Detailed Plans		Outline Plans			Type	Description
		2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000		
A/R.5.004	Commissioning a new school for children with Autism	-235	-67	-	-	-	Existing	Ending of transformation funding given to help establish new, independent Autistic Spectrum Condition day provision within Cambridgeshire to help children remain with their families. School started to take children in January 2013. Investment will be repaid over a 7 year period from savings from more expensive Independent Education Placements.
A/R.5.005	Multi Systemic Therapy Child Abuse & Neglect	-	-225	-	-	-	Existing	Ending of transformation funding to continue the pilot Multi Systemic Therapy Child Abuse and Neglect (MST CAN) programme within Cambridgeshire whilst longer term funding is considered as part of the placements strategy. MST CAN works with families where children are at high risk of being placed in care with the aim of keeping children at home with increased safety.
A/R.5.006	Family Intervention Project Expansion	-150	-145	-	-	-	Existing	Ending of transformation funding to develop the Family Intervention Project model and expand it across the county. Used as a model to test our approach to joint work with highest need families in partnership with the Police, Health, District Councils and Housing Departments.
A/R.5.007	Establish fund for local development of youth services	-67	-	-	-	-	Existing	Ending of transformation funding given for the local development of youth services following the delivery of savings in this area.
A/R.5.008	Investment in Learning / Physical Disability	100	-	-	-	-	New	Investment will be used to: fund an additional post through the National Autistic Society around the vulnerable adult work for people with aspergers and autism; increase management capacity and support to the PD/SS team; and to fund front line staff capacity to manage the change to the transitions team proposed as part of the business plan.
A/R.5.009	Investment in Older People	200	-	-	-	-	New	In order to tackle waiting lists for older people who have been referred and are awaiting an assessment we will use investment to recruit additional front line staff who will work flexibly across the county to tackle specific problem areas, within a peripatetic team. Funding will also be used to put some additional capacity into the setting up of the joint CCC CCG 'brokerage unit' which will act as a single point of contracting for those eligible for NHS and council funded care as well as self-funders who wish to purchase beds, thereby enabling a stronger negotiating position.
A/R.5.010	Investment in Mental Health	200	-	-	-	-	New	Funding will be used to increase prevention and recovery in complex cases and address emerging need through several streams of work: £40k will be used to provide an office base and enhance staffing within a current project to improve the accommodation recovery pathway for people with complex mental health needs. £60k will be used to fund voluntary and community organisations to support people with mental health problems into recovery through employment and homelessness services. Evidence from last year has shown an increase in success rates in rehabilitation for people with complex drug, alcohol and mental health needs and this has led to an increase in demand. Additionally there is evidence of increased complexity of mental health need in older people and people with dementia and £90k will be used to improve the response to these needs through timely and appropriate packages of care. Finally £10k will be used as a contribution to funding a post around vulnerable adults work to improve support for people with aspergers and autism.

Section 4 - A: Children, Families and Adults Services

Table 3: Revenue - Overview
Budget Period: 2014-15 to 2018-19

Ref	Title	Detailed Plans		Outline Plans			Type	Description
		2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000		
A/R.5.011	Investment in Children's Centres	200	-	-	-	-	New	Investment will mitigate the impact of proposed savings in Children's Centres by: supporting the voluntary sector to further develop a volunteer workforce across a network of Children's Centres and buildings to facilitate the continuation of some universal provision; and reducing the savings impact on Children's Centres serving more rural areas. The current proposal for savings from Children's Centres sees a shift in resource to becoming more targeted on the most deprived communities. This inevitably has a greater impact in more rural areas where need is less concentrated.
5.999	Subtotal Investments	193	-641	-64	-174	-		
6	SAVINGS							
	Adult Social Care							
A/R.6.101	Stroke Budget	-53	-	-	-	-	New	A time limited post has come to an end and responsibilities have been incorporated into other roles in Social Care and Public Health.
A/R.6.102	Learning Disability Pool (LDP) & Physical Disability (PD) Business Support/Admin merged - savings allocated to PD	-125	-	-	-	-	New	Restructure of Business Support and Administration to share posts between Learning Disability Pool (LDP) and Physical Disability (PD). The total spend across LDP and PD is approximately £390k and it is estimated that £225k savings can be found across the two teams with savings allocated to each service.
A/R.6.103	Reduce double up care with investment in Occupational Therapy	-196	-	-	-	-	New	Reduce use of "double up" care (i.e. 2 home care staff working together with 1 service user) through targeted Occupational Therapy (OT) moving & handling assessments, provision of additional equipment & guidance to care staff. Investment of 2 x OT posts from Corporate funding to deliver £900k across PD, LDP and Older People. This relies on the operational teams working differently with the 2 OTs and co-operation from home care agencies.
A/R.6.104	Signposting of vulnerable adults through National Autistic Society	-110	-	-	-	-	New	Investment of £30k (£10k each LDP, PD, Mental Health) for a worker with National Autistic Society to provide advice, information & signposting to divert from core services. The post would signpost people to LD, PD & MH services if eligible but it would be mainly supporting young adults to access universal services such as housing, employment/training and providing support to try and resolve home/family/social relationship issues so they do not need to enter the social care system. It is in line with the autism strategy of enabling access to universal services and resolving issues before they become critical. This is a preventative measure.
A/R.6.105	Physical Disability Transport: review arrangements & maximise use of local community transport	-50	-	-	-	-	New	This saving represents a halving of the budget for transport. This will be achieved through the removal of day services that are some distance away from where people live, once support has been identified in the local community, with a focus on using community transport wherever possible. This will be underpinned by the new transport policy that is under development.

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Table 3: Revenue - Overview

Budget Period: 2014-15 to 2018-19

Ref	Title	Detailed Plans		Outline Plans			Type	Description
		2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000		
A/R.6.106	Transfer the work of the Transitions team to other teams and reduce number of posts. LDP and Children with Disabilities resourced to cover this work. PD can absorb work without additional resource.	-240	-	-	-	-	New	Transfer the work of the Transitions Team to other teams. LDP & Children with disabilities will require some of the resource to pick up work. PD will absorb work without additional resource. The children's disability team will carry out assessments and budget preparation processes for young people open to them. Two transitions co-ordinators will remain in post, managed by the LDP but working for all client groups to ensure that the referrals and information required for those young people (approx 50%) who are not open to children's services is captured and PD, Mental Health and LDP teams are aware in a timely way of the assessments that need to be completed.
A/R.6.107	LDP: reset the financial calculator for personal budgets to give a lower financial allocation.	-1,300	-	-	-	-	New	Reset the financial calculator for personal budgets to give a lower financial allocation, reducing expenditure used to meet substantial & critical needs. This will impact on the support & activities that people with learning disabilities will be able to include in their support plans. Reviews of people already receiving services will be required to determine the new allocation. People are likely to find the changes difficult, reducing the time each week that they spend in productive activities. This could lead to increased isolation, boredom and frustration for some people, leading to increases in challenging behaviours. There is a risk that the allocation will not be sufficient to meet the assessed needs but this will be partly mitigated by staff considering carefully how to meet the substantial & critical needs within the allocation.
A/R.6.108	LD Transport: review arrangements linked to building financial allocation in proposal above	-280	-	-	-	-	New	The expected reduction in day time & leisure activities due to the lower financial allocation for personal budgets will reduce the need to provide transport, which is a duty of the local authority where the transport is to ensure that the person can access services to meet their substantial and critical needs. This will be underpinned by the new transport policy that is in development.
A/R.6.109	Continued use of Assistive Technology (ATT) to reduce need for waking night staff	-137	-	-	-	-	New	Increase the use of assistive technology as an alternative to waking night staff in services provided by the independent sector. This may cause concern for families but monitoring equipment is used first to establish what ATT is required and what reduction could be made in waking night staff. Co-operation is required from service providers.
A/R.6.110	LDP contracts: negotiation or retender to reduce costs	-180	-220	-100	-	-	New	There is a need to retender contracts for LDP; a spread over three years allows for lead in time. Re-tendering at a fixed cost and on a large scale will produce savings. Investment will be needed to ensure LGSS contract and admin support are available; this has been accounted for. It would also be possible to more efficiently commission a number of large or 24 hour packages where the agreed contract price provides an overhead per hour. Payment in advance will also be considered - one large provider has offered a discount if payment terms were annual in advance. Risks include that providers have been squeezed over a number of years and for many there are no savings to be made.

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Table 3: Revenue - Overview
Budget Period: 2014-15 to 2018-19

Ref	Title	Detailed Plans		Outline Plans			Type	Description
		2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000		
A/R.6.111	In house provider services: reduction in line with overall savings requirements.	-171	-	-	-	-	New	Cashable savings through revised structures in day services and adult placement scheme, and revised travel reimbursement arrangements for self employed adult placement carers. Savings from an in-house residential service being remodelled into a supported living scheme. The change to travel reimbursements could lead to adult placement carers leaving the scheme resulting in lack of continuity and capacity in the scheme and change for people with learning disabilities.
A/R.6.112	Focus on special needs and Continuing Health Care NHS funding for people placed out of County	-25	-25	-25	-	-	New	Securing health funding for people with health needs who are out of county where the full package has been funded by the LDP pooled budget. This will require case by case assessment and negotiation with the Clinical Commissioning Group in the other county or borough.
A/R.6.113	Ending of enhancement to independent sector provider to cover TUPE	-880	-80	-	-	-	New	Payments were made to an independent sector provider to cover the additional costs associated with staff terms and conditions inherited under TUPE regulations when they won the contract. The provider has worked on staff terms and conditions with our support and are already realising a saving that has been flagged as an underspend this financial year. An update from the provider has indicated a maximum spend on TUPE of £100k in 2014-15 resulting in a saving of £1.1m in year one and the full £1.2m the following and subsequent years. NB savings figures relate to the CCC share in line with pooled budget arrangements.
A/R.6.114	Ending of commitment to contribute to Supporting People funding	-240	-	-	-	-	New	The ending of an arrangement to contribute funding to the Supporting People budget. This was a time limited arrangement set up at the beginning of the Supporting People programme for statutory partners to make a contribution towards the Supporting People budget to support new investment. The Supporting People programme was managed to take into account the timelimited nature of these arrangements and so minimise impact.
A/R.6.115	Review & more efficient deployment of professional staff	-240	-	-	-	-	New	Reviews of professional staffing structures within the LDP have realised efficiency savings and more equitable distribution of different disciplines.
A/R.6.116	LDP & PD Business Support/Admin merged	-100	-	-	-	-	New	Restructure of Business Support and Administration to share posts between LD and PD. The total spend across LD and PD is approximately £390k and it is estimated that £225k savings can be found across the two teams.
A/R.6.117	Quality & Transformation - removal of posts	-68	-44	-27	-	-	New	2014-15: deletion of vacant posts; 2015-16: removal of specific budget for legal costs, and assuming realistic growth in court of protection income.
A/R.6.118	Service level agreement for Transport	-273	-	-	-	-	New	Reduced cost of transport contract and staffing managed on behalf of ASC by Economy, Transport and Environment Services through an SLA.
A/R.6.119	Property costs	-52	-	-	-	-	New	Review of property recharges to ASC led to a reduced recharge.
A/R.6.120	Restructure	-51	-	-	-	-	New	Savings from a post that was not included in the final structure for ASC.
A/R.6.121	Removal of resource to pump prime new developments	-420	-105	-101	-	-	New	Resource available to stimulate new developments to support community capacity building to be reduced and then removed.
A/R.6.122	Rationalisation of housing related support contracts (previously part of the Supporting People Programme)	-115	-216	-200	-200	-	New	Responsibility for housing related support contracts now aligned with adult social care funded contracts. Retendering or renegotiation of contracts to reduce overheads and target available resources to support people to maintain independence.
A/R.6.123	Integrated Community Equipment Service to manage increasing demand within available budget.	-281	-190	-185	-185	-	New	Retendering of contract to achieve better prices for equipment to manage increasing demand within the available budget.

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Budget Period: 2014-15 to 2018-19

Ref	Title	Detailed Plans		Outline Plans			Type	Description
		2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000		
A/R.6.124	Vacancy savings across Adult Social Care staffing budgets	-368	-	-	-	-	- New	Savings achieved whilst posts are vacant and recruitment process is being undertaken.
A/R.6.125	Ordinary Residence	-1,330	-	-	-	-	- New	Funding built into the budget to offset the potential of other Local Authorities passing responsibility to CCC under Ordinary Residence rules to be taken as a saving, leaving the risk of pressures on the budget in the future.
A/R.6.126	Cambridgeshire Local Assistance Agreement	-300	300	-	-	-	- New	One year contribution towards savings from expected underspend on this scheme. This could lead to the eligibility criteria for this scheme having to be tightened to manage the demand from individuals and families who are in crisis. Government funding from 2015-16 is unclear.
A/R.6.127	Management of packages for people with learning disabilities and people with physical disabilities and sensory needs.	-122	-6,241	-5,967	-4,219	-	- New	Demographic investment will be used in the most efficient way to respond to new demand and assist the Service in managing the services within the budget available. For new and existing service users there will be a continued focus on use of Assistive Technology, equipment and adaptations, supporting family carers and signposting people to community resources. A model of progression will be developed aimed at developing and enhancing skills and reducing the level of service required to meet people's needs. Many people with the most complex needs will continue to need significant care and support. With people receiving services from these teams for up to 45 years, the need to reduce the financial allocation in the personal budget, but continue to meet assessed eligible needs offers a very significant challenge.
A/R.6.201	Older People's Services and Adult Mental Health Reduce double up care	-700	-	-	-	-	- New	A review of all home care packages for older people where 2 members of staff are being deployed. A 'moving and handling' assessment of existing service users and those going through reablement will be carried out and additional equipment and guidance given to care staff will be put in place. Additional investment has been made in Occupational Therapists to carry this out.
A/R.6.202	Commissioning arrangements for residential and nursing placements	-100	-	-	-	-	- New	Establish a service which will enable the County Council and NHS organisations to develop a collaborative and more cost effective approach to negotiating and securing residential and nursing home placements. This facility will also be offered to those who fund their own care, but need support to secure the right care.

Section 4 - A: Children, Families and Adults Services

Table 3: Revenue - Overview
Budget Period: 2014-15 to 2018-19

Ref	Title	Detailed Plans		Outline Plans			Type	Description
		2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000		
A/R.6.203	Management for Nursing Care Placements, Residential Care Placements and Home Care Hours	-6,667	-6,533	-6,333	-4,592		- New	An approach will be applied to ensure that demography is applied in the most efficient way and the service is able to manage within the net available resources. An annual budget has been set for Nursing Care Placements, Residential Care Placements and Home Care Hours which is based upon a 10% reduction in demand and measures will be put in place which aim to ensure that the service remains within these limits. These are demand led budgets which are subject to a wide range of factors including weather, decisions by partner organisations and increasing levels of need and complexity amongst service users and this is likely to be very challenging to deliver. Actions include: strengthening financial accountability, establishing more robust assessment processes, robust reviews of packages of care, reviewing the Cambridgeshire model of social care and service offering to older people, strengthening commissioning arrangements, developing a model of prevention to avoid escalation of need (cost) and more proactive use of the voluntary sector to support carers, increasing use of assistive technology and community equipment, improving arrangements for self directed support and direct payments and releasing staff capacity to manage by streamlining social care processes. The narrative section for Children Families and Adults provides more detail on the proposals.
A/R.6.204	Efficiencies from monies paid to CPFT to deliver adult mental health section 75 agreement	-120	-35	-55	-70		- New	Through discussion with Cambridgeshire and Peterborough Foundation Trust (CPFT) it is expected that these savings are achievable through redesigning staff education & training, efficiencies in management costs & back office staffing, and a result of previous changes & improvements to social inclusion service. This should not impact on the delivery of council statutory duties or front line care.

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Budget Period: 2014-15 to 2018-19

Ref	Title	Detailed Plans		Outline Plans			Type	Description
		2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000		
A/R.6.205	Review of voluntary and community organisations including those transferred from Supporting People contracts	-283	-393	-54	-	-	New	<p>A review of commitments has been completed in the context of the Health and Wellbeing strategy, social care priorities, any duplication with health provision, whether there are better models to deliver social care at this level and value for money. Some impact is likely on some frontline services, all efforts have been made to minimise these where possible and to prevent any negative impact on other services further along the care pathway. Impact assessment and consultation will be completed where required. The savings identified are as a result of proposed changes to the following contracts;</p> <ul style="list-style-type: none"> - Lifecraft; contract change from September 2014 - CRI: Street Outreach Service. contract change from April 2015 - Cambridge City: Homeless People Support. Contract change from April 2015 - Wintercomfort: Day Services. Contract change from April 2014 - Richmond Fellowship and Mind : Day Services. Contract change from April 2016. - Richmond Fellowship: Employment Services. Contract change from November 2014. - Suffolk Mind: Supported Accommodation scheme. Contract change from July 2014. - Metropolitan: Supported Accommodation Service. Contract change from April 2015 - Choices: Counselling Service. End of Cambridgeshire CC funding by March 2016. <p>This is a council funding contraction to an NHS contract</p> <ul style="list-style-type: none"> - CIAS: MH Advocacy Services, contract change from April 2015 <p>The following contracts to change: date of change to be confirmed:</p> <ul style="list-style-type: none"> - Cambridge Cyrenians: Shared housing and accommodation - The Ferry Project - Genesis Housing - Riverside English Churches Housing Group
A/R.6.206	Improved assessment and reviews, and the implementation of demand management strategies for individual social care packages	-300	-75	-100	-100	-	New	<p>The access to mental health adult social care packages and their management sits within CPFT under the section 75 agreement. A robust approach will be implemented to ensure that the demographic investment is applied in the most efficient way and CPFT will manage the packages within net available resources. A detailed action plan will be developed with the Older People and Mental Health management team with clear lead responsibilities and timescales attached. The action plan will include the following key components:</p> <ol style="list-style-type: none"> a) Better gate keeping and prevention through social care team focus; b) Adult Social Care packages: Analysis of process and usage indicate that there are opportunities to significantly reduce spend - this data is identifying most expensive providers, most used services, nature of need, service user with most expensive package, length of package and type of provision; c) Reviews: A project completed in 2011 which strategically reviewed adult mental health packages achieved a saving in that year of £446k, the estimate of savings is based on this previous achievement and the feedback and data that current reviews are often either overdue or not completed rigorously.
A/R.6.207	Reduction in Adult Mental Health management cost fees	-84	-5	-	-	-	New	<p>Through a review of management budgets savings have been made in the areas of travel & expenses and vacancy management.</p>

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Table 3: Revenue - Overview

Budget Period: 2014-15 to 2018-19

Ref	Title	Detailed Plans		Outline Plans			Type	Description
		2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000		
A/R.6.208	Vacancy savings across Older People and Adult Mental Health staffing budgets	-203	-	-	-	-	New	Savings arising whilst posts are temporarily vacant. Similar savings targets already exist across other CFA Directorates.
A/R.6.209	Application of Better Care Funding to reduce demand	-2,334	-2,496	-	-	-	New	We are in the process of agreeing with Partners the use of the Better Care funding to put in place preventative and early intervention measures to reduce demand on social care, prevent hospital admissions and improve outcomes for service users.
A/R.6.210	Rationalisation of housing related support contracts (previously part of the Supporting People Programme)	-78	-	-	-	-	New	Retendering or renegotiation of contracts to reduce overheads and target available resources to support people to maintain independence.
Children's Social Care								
A/R.6.301	Closure of Fitzwilliam Residential Home	-462	-	-	-	-	New	Closure of Fitzwilliam Residential Home due to under occupancy. Recently 7 additional semi-independent (16-18yr) providers were commissioned which will meet the current and anticipated future need of this cohort of young people.
A/R.6.302	Residential Care Review	-100	-	-	-	-	Existing	Examination of future placement needs of children looked after in Cambridgeshire, both within our residential and fostering services, and the most cost-effective way to provide these services.
A/R.6.303	Family Group Meeting service	-	-85	-	-	-	New	Review of family support services - specifically around the Family Group Meeting Service - in conjunction with family work review being led within Enhanced and Preventative Services.
A/R.6.304	Supervised Contact	-50	-250	-	-	-	Modified	Review of family support services - specifically around supervised contact - in conjunction with family work review being led within Enhanced and Preventative Services.
A/R.6.305	Specialist family support	-	-300	-	-	-	New	Review of specialist family support services in conjunction with family work review being led within Enhanced and Preventative Services.
A/R.6.306	Services to Disabled Children	-270	-102	-	-	-	Modified	£50k achieved through Section 17 budget reductions (Section 17 of the Children's Act requires Local Authorities to provide support to children in need). The remaining savings will be delivered through ending block inclusion contract and identifying alternative ways of achieving inclusive outcomes with families use of personal budgets, as well as a restructure of Community Support Service (Care Quality Commission registered domiciliary care services within Disability Social Care) that provides and procures community based services.
A/R.6.307	Review of Children's Social Care Management Arrangements	-15	-70	-	-	-	New	Review of Children's Social Care Management Team arrangements in respect of the strategic commissioning of services to vulnerable children.
A/R.6.308	Review of Business Support Needs	-	-205	-	-	-	New	Reduction of Business Support in line with reduction of services.
A/R.6.309	Target reduction in Looked After Children units	-	-30	-185	-	-	Modified	Target reduction in Looked After Children in placement strategy will mean less social work units are required.
A/R.6.310	Recommission clinical offer	-	-200	-	-	-	New	Review the current clinical offer within Access and Children in Need Units, with a view to reducing clinical posts. The target reduction in Looked After Children units will mean a reduction in the need for clinical support.

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Table 3: Revenue - Overview

Budget Period: 2014-15 to 2018-19

Ref	Title	Detailed Plans		Outline Plans			Type	Description
		2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000		
A/R.6.401	Strategy and Commissioning Building Schools for the Future	-200	-	-	-	-	- Existing	Reduction in Building Schools for the Future (BSF) project costs as a result of BSF schemes coming to an end. Function will be ended in 2014-15 and any residual responsibilities reallocated.
A/R.6.402	Dual use funding	-373	-50	-	-	-	- Modified	CFA ceased providing funding for primary swimming in 2012, saving £140k per annum. The remaining dual use budget is used to fund five secondary schools' use of leisure facilities operated by Huntingdonshire District Council (HDC). Other schools in the county do not receive such funding and meet costs from their own budgets. It has been agreed with HDC colleagues and Members and the schools concerned to withdraw this funding with effect from 1 April 2014 to give the schools and HDC time to undertake a review of current lease and user agreements in the light of funding changes.
A/R.6.403	Reduction in funding for teachers' redundancy and associated pension costs	-250	-	-	-	-	- Existing	Reduction in funding available to schools to meet redundancy costs and associated pension costs in line with policy changes already agreed.
A/R.6.404	Information Management & Information Technology	-65	-50	-100	-	-	- New	Review use of ICT funding for database improvements.
A/R.6.405	Team saving proposals	-46	-60	-60	-60	-	- New	Review of Occupational Therapy SLA and Schools Brokerage contract.
A/R.6.406	Contract recommissioning	-15	-100	-187	-	-	- New	Review of contracts within Strategy and Commissioning, including decommissioning and non renewal when contracts expire.
A/R.6.407	Looked After Children Savings	-1,759	-1,292	-	-	-	- Existing	Saving will be delivered through the delivery of the Children's placements strategy, which is based on whole system change to reduce the risk of children entering care, reduce the length of time children are in care and reduce the risk of children returning to care. The strategy also focuses on reducing the unit cost of care through market management and development of in-house provision. The strategy sets out actions required in the short, medium and long term to deliver savings. In the longer term, as the Social Care Unit model is fully implemented, there is expected to be a reduction in Looked After Children numbers as Social Care units work differently with families.
A/R.6.408	Strategy and Partnerships Service	-152	-66	-	-	-	- Modified	2014-15 savings have been identified from a restructure of the childcare information team, a halting of recruitment to new posts to support newly arrived families to access services, and reduced funding for delivery of the Raising Participation Age project. 2015-16 savings have been identified from a further reduction in funding to support newly arriving families and Area Partnership funding.
A/R.6.501	Children's Enhanced and Preventative Services Youth Offending Service	-175	-	-	-	-	- New	The Youth Offending Service will ensure that it maintains a statutory service and functions in line with expectations for the safe management of young people involved in the criminal justice system. Non-statutory project work will come to an end and the service will seek to end the discrete provision of some support services in house with a view to these services being delivered jointly through Locality Teams on a non-specialist basis. The proposals include reductions in staffing.
A/R.6.502	Education Psychology	-50	-	-	-	-	- New	2014-15 - £50k from staffing. (Note: there are also new income targets for the Education Psychology service shown at A/R.7.102 below).

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Table 3: Revenue - Overview

Budget Period: 2014-15 to 2018-19

Ref	Title	Detailed Plans		Outline Plans			Type	Description
		2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000		
A/R.6.503	Permanent vacancy savings	-250	-	-	-	-	New	Freeze all vacancies which arise in E&P, taking them as permanent savings unless there is a good business case to retain the role and recruit. Service with vacancies will be asked to highlight where posts are required and contingency plans cannot be put in place. Oversight will be at Director level.
A/R.6.504	Children's Centres	-1,250	-259	-	-	-	Modified	Reduce total Children's Centres budget from £6,269k to £4,769k. A consultation is scheduled seeking views and local input about significant transformation and restructure of Children's Centres service delivery model. Centres will be grouped under joint management arrangements, centralising some staffing and reducing some centre opening hours. Part of the universal service offer will be reduced with fewer universally accessible activity groups in some centres. There will be a reduction across all staffing levels, including managers, family workers and business support. The detailed delivery of these savings will be determined at the local level, centres will assess local needs and work with partners to plan and deliver more fully integrated local services, designing the best offer within a reduced budget. There will be an increased use of volunteers to support service delivery as appropriate. Opportunities for wider use of buildings will be sought to enhance community facilities and service venues where possible. This saving also includes reducing the central contribution to the Bookstart scheme contract in Year 2.
A/R.6.505	Area Based Grant	-123	-	-	-	-	New	Release savings from previous cessation of community safety work. Responsibility and budget for commissioning some elements of community safety work have transferred to the Police and Crime Commissioner. P&CCs have received specific central funding to deliver these responsibilities and LA budgets have reduced accordingly but a saving has also been able to be realised.
A/R.6.506	Youth Support Services	-110	-	-	-	-	Modified	Savings will be achieved via the ending of a contract for detached youth provision which will mean that detached provision is no longer provided. Efficiency savings will be taken from an IT contract and from an infrastructure contract with a voluntary organisation. Additionally, the staff development budget will be reduced as will support for IAG resources available to services. A part time youth development post has been deleted in order to maintain the post supporting the Duke of Edinburgh award which is partly funded by subscription costs. The amount of youth curriculum support to localities will also reduce.
A/R.6.507	Review and reduction in strategic management within E&P Directorate	-	-	-250	-	-	New	Review and reduction in strategic management in line with reconfiguration of front line services. This will include consideration of Head of Service roles and County Professionals Leads, as well as specific service management positions.

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Budget Period: 2014-15 to 2018-19

Ref	Title	Detailed Plans		Outline Plans			Type	Description
		2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000		
A/R.6.508	Recommissioning of Early Help	-	-1,500	-1,848	-	-	New	The Enhanced and Preventative Services Directorate is undertaking a review and re-specification of its core purpose in light of both changing need and the reducing budget allocated for the period of the business plan. This process will lead to the design of an 'early help' model and will provide the framework for the delivery of a large part of the directorate's savings targets for 2015-19. The model is likely to focus on a tightened set of core outcome areas. The directorate is likely to become more targeted and will explore opportunities for traded service income and more integration with internal and external partners. However there will also be further reductions in service and the role teams play and the priority service user groups will have to be more tightly defined.
A/R.6.509	Drug and Alcohol Action Team	-100	-	-	-	-	New	The savings will be made through efficiencies created by recommissioning alcohol services and increasing the contributions to administration from external grants.
A/R.6.601	Learning Home to School Transport (Mainstream): Policy	-157	-225	-37	-139	-	New	Review of routes to school currently deemed unsafe for children to use to walk to school, accompanied by an adult as necessary. Review of post-16 transport arrangements in partnership with those Further Education providers who commission and run their own transport.
A/R.6.602	Home to School Transport (Mainstream): Contracts	-1,040	-200	-100	-	-	Modified	Review and re-tender transport contracts. Savings in the order of £350k have been achieved in each of the last two years by securing contracts at a lower price when they have come up for renewal. This figure represents the anticipated savings from contracts due for renewal in the next financial year. Greater savings are expected to be achieved as more contracts are due for re-tender in 2014-15 than in 2013-14. In addition, plans are in place for a new framework contract to be operational in time for the new tender round, which is expected to give greater certainty over price and quality. Alongside this, throughout the year, opportunities to reduce the number and/or size of vehicles used to transport children to school will be taken.
A/R.6.603	School Clothing Allowance	-141	-	-	-	-	New	Cease payments to parents of secondary school age children living in low income households for the purchase of school uniform and shoes with effect from the start of the new financial year. This is a discretionary, not a statutory service, paid by only a small number of LAs. The proposed change can be expected to increase costs for those families with children of secondary school age living in low income households. This could affect families entitled to Disability Living Allowance who also receive the Employment Support Allowance.
A/R.6.604	Stop, reduce or review non-statutory activities	-75	-	-	-120	-	New	Stop support for Play Strategy, with effect from 1 April 2014, which is a District Council responsibility. By 2017-18 to have secured the transfer of the management and operational running of the Wisbech Adventure Playground into community ownership (or another suitable model of external ownership).
A/R.6.605	Traded budgets to zero	-210	-	-	-	-	Modified	Traded services are services, such as outdoor education, that the Council does not have to provide but chooses to do so as long as the services can cover their costs. The LA core budget for most services that trade with schools has been reduced to zero over the last few years. This completes that transition with the LA core budgets for the Cambridgeshire Advisory Service and the Personal, Social and Health Education Service being reduced to zero.

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Ref	Title	Detailed Plans		Outline Plans			Type	Description
		2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000		
A/R.6.606	Reduce Foundation Learning budget	-16	-20	-50	-50		New	Reduce LA funding for schools' support for Key Stage 4 pupils at risk of not participating in post 16 provision.
A/R.6.607	Non-statutory grants for school improvement projects	-82	-15	-	-		New	This saving reduces the amount of funding schools can bid into for improvement projects. It has pump primed activity but is a non-statutory spend.
A/R.6.608	Education capital, legal, agency and hired budgets	-101	-28	-	-		Modified	Take the cessation of rent payments on the old Shirley Primary school site as a saving; reduce legal, agency and hired budgets through re-tendering / efficiencies.
A/R.6.609	CFA Workforce Development	-124	-15	-15	-		New	A 30% reduction in the Adult Social Care training budget and a smaller reduction in the Children's Workforce training budget. Mandatory training will not be affected but there will be fewer continuing professional development opportunities.
A/R.6.610	Restructure senior management posts within the Learning Directorate	-285	-	-	-		New	Re-organise the Primary, Secondary and Special and Networking and Partnerships services; re-structure senior management posts; end funded support for school cluster projects.
A/R.6.611	Reduce advisers	-151	-	-345	-320		New	Reduction in advisers in line with the growth of school-based support capacity / Teaching Schools.
A/R.6.612	Business support	-70	-	-30	-30		New	Reduction in Business Support in line with reduction in managers and advisers.
A/R.6.613	Reduce school intervention budget	-80	-95	-50	-40		Modified	Reduction in Intervention budgets for primary, secondary and special schools in line with academisation and a decline in the number of schools requiring support.
A/R.6.614	Early Years	-1,163	-645	-	-		Modified	Secure savings by stopping non-statutory functions, targeting support, integrating functions and developing trading.
	CFA Cross-Directorate							
A/R.6.701	Savings on agency and consultancy spend	-700	-	-	-		Modified	Savings through reducing spend on agency staff and consultancy.
A/R.6.702	Inflation savings	-2,033	-	-	-		Modified	Removal of inflation across CFA except where built into contractual arrangements or where non funding of inflation would be significantly detrimental to service delivery.
A/R.6.705	Productivity savings	-826	-662	-662	-		New	The intention is to identify savings from reduced absence and increased productivity.
A/R.6.706	Approach to savings in years 3 to 5	-	-	-7,807	-8,352	-16,661	New	We have identified areas across CFA where we will investigate whole system pathways to bring together the financial planning processes with our understanding of how strategy and policies in one area impact on budgets in another. These pathways will focus on innovation to bring efficiencies to the whole system and improve services for children, young people and adults with needs. This work is in the early stages of development.
6.999	Subtotal Savings	-31,645	-22,882	-24,873	-18,477	-16,661		
	TOTAL GROSS EXPENDITURE	329,777	325,029	316,411	314,015	313,463		
7	FEES, CHARGES & RING-FENCED GRANTS							
A/R.7.001	Previous year's fees, charges & ring-fenced grants	-75,130	-78,161	-81,631	-75,516	-76,581	Existing	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.
A/R.7.002	Decrease in fees and charges and schools income compared to 2013/14	665	-	-	-	-	New	£0.6m reduction in schools income reflecting: £2.1m reduction in income for Catering and Cleaning Services; increase of £0.9m for CREDS and other services which are now directly purchased by schools and increase of £0.6m in schools purchasing of services within the Learning Directorate.

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Ref	Title	Detailed Plans		Outline Plans			Type	Description
		2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000		
A/R.7.003	Fees and charges inflation	-610	-603	-614	-625	-636	Existing	Uplift in external charges to reflect inflation pressures on the costs of services.
	Changes to fees & charges							
A/R.7.101	Charging for Looked After Children services	-	-50	-	-	-	New	Implement charging policy for Looked After Children. This will need to be considered alongside the administrative costs of retrieving the monies owed. Explore charging other Local Authorities for services.
A/R.7.102	Income Target for Education Psychology services	-50	-	-100	-	-		2014-15 - £50k new income target from traded offer. 2016-17 - Further alignment between Education Psychology and Support for Learning services. Opportunities for trading Education Psychology services with schools is likely to increase.
A/R.7.103	Increased surplus from trading activity in the Learning Directorate	-406	-165	-280	-440	-	New	Further develop and implement a trading strategy to become a leading local and regional provider of school improvement services. Increased surplus will be secured through expanding into new markets, developing new products and achieving efficiencies.
	Changes to ring-fenced grants							
A/R.7.201	Change in Public Health Grant	-286	-156	7,109	-	-	New	Change in ring-fenced Public Health grant to reflect increased cost of Public Health functions and treatment as a corporate grant from 2016-17 due to removal of ring-fence.
A/R.7.202	Increase in NHS Funding	-2,334	-2,496	-	-	-	New	New Better Care funding.
A/R.7.203	Increase in Arts Council Funding	-10	-	-	-	-	Existing	Increase in Arts Council funding for the Music Hub.
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-78,161	-81,631	-75,516	-76,581	-77,217		
	TOTAL NET EXPENDITURE	251,616	243,398	240,895	237,434	236,246		

FUNDING SOURCES								
8	FUNDING OF GROSS EXPENDITURE							
A/R.8.001	Cash Limit Funding	-251,616	-243,398	-240,895	-237,434	-236,246	Modified	Net spend funded from general grants, business rates and Council Tax.
A/R.8.002	Fees & Charges	-43,832	-44,650	-45,644	-46,709	-47,345	Modified	Fees and charges for the provision of services.
A/R.8.003	Expected income from Cambridgeshire Maintained Schools	-15,426	-15,426	-15,426	-15,426	-15,426	Modified	Expected income from Cambridgeshire maintained schools.
A/R.8.004	Public Health Grant	-6,953	-7,109	-	-	-	Modified	Funding transferred to Service areas where the management of Public Health functions will be undertaken by other County Council officers, rather than directly by the Public Health Team.
A/R.8.005	NHS Funding for Joint Working between Health and Social Care	-10,652	-13,148	-13,148	-13,148	-13,148	New	Increase in funding transfer from the NHS to social care.
A/R.8.006	Arts Council Funding	-591	-591	-591	-591	-591	Existing	Arts Council funding for the Music Hub.
A/R.8.007	Youth Justice Board Good Practice Grant	-707	-707	-707	-707	-707	Existing	Youth Justice Board Good Practice Grant.
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-329,777	-325,029	-316,411	-314,015	-313,463		

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Budget Period: 2014-15 to 2018-19

Ref	Title	Detailed Plans		Outline Plans			Type	Description
		2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000		

MEMORANDUM: SAVINGS / INCREASED INCOME					
Savings	-31,645	-22,882	-24,873	-18,477	-16,661
Changes to fees & charges	-456	-215	-380	-440	-
TOTAL SAVINGS / INCREASED INCOME	-32,101	-23,097	-25,253	-18,917	-16,661

MEMORANDUM: TOTAL CFA GROSS EXPENDITURE INCLUDING DSG-FUNDED ELEMENT								
	Non DSG-funded expenditure	329,777	325,029	316,411	314,015	313,463	Modified	Total gross expenditure for CFA not funded by the Dedicated Schools Grant (see table 3 above). Total gross expenditure for CFA funded by the Dedicated Schools Grant (see table 5).
	DSG-funded expenditure	22,695	22,695	22,695	22,695	22,695	Modified	
	TOTAL GROSS EXPENDITURE	352,472	347,724	339,106	336,710	336,158		

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Table 4: Capital Programme

Budget Period: 2014-15 to 2023-24

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	Later Years £000
Ongoing	75,238	21,295	11,398	4,988	4,913	4,746	4,713	23,185
Committed Schemes	188,774	141,683	32,271	11,131	1,489	450	250	1,500
2014-2015 Starts	50,171	2,862	27,250	18,602	1,427	30	-	-
2015-2016 Starts	100,624	781	4,990	47,410	39,600	7,243	600	-
2016-2017 Starts	36,235	78	130	610	10,865	8,890	13,010	2,652
2017-2018 Starts	75,290	250	370	930	6,790	47,780	17,820	1,350
2018-2019 Starts	27,350	-	-	-	120	850	7,600	18,780
2019-2020 Starts	5,100	-	-	-	-	-	-	5,100
2020-2021 Starts	111,780	-	-	-	-	-	-	111,780
2021-2022 Starts	11,250	-	-	-	-	-	-	11,250
2022-2023 Starts	34,880	-	-	-	-	-	-	34,880
2023-2024 Starts	21,950	-	-	-	-	-	-	21,950
TOTAL BUDGET	738,642	166,949	76,409	83,671	65,204	69,989	43,993	232,427

Summary of Schemes by Category	Total Cost £000	Previous Years £000	2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	Later Years £000
Primary - New Communities	160,360	10,081	6,200	23,730	16,370	16,549	5,865	81,565
Primary - Demographic Pressures	112,845	9,973	30,170	23,744	10,709	7,064	4,445	26,740
Primary - Adaptations	5,260	290	1,800	440	90	1,100	1,470	70
Secondary - New Communities	111,471	4,314	14,500	4,700	23,200	24,300	21,100	19,357
Secondary - Demographic Pressures	144,830	3,153	6,750	23,819	9,168	15,780	6,150	80,010
Schools - Scheme Final Payments	106,559	104,786	1,773	-	-	-	-	-
Building Schools for the Future	9,985	9,133	323	325	204	-	-	-
Devolved Formula Capital	14,757	4,077	1,068	1,068	1,068	1,068	1,068	5,340
Condition, Maintenance & Suitability	46,204	14,304	4,900	3,000	3,000	3,000	3,000	15,000
Site Acquisition & Development	1,947	714	300	300	300	133	100	100
Temporary Accommodation	7,464	1,964	1,000	500	500	500	500	2,500
Short Breaks for Disabled Children & Social Care Minor Works	1,283	645	413	25	25	25	25	125
Children Support Services	11,410	3,290	3,170	2,020	570	470	270	1,620
Adult Social Care	4,267	225	4,042	-	-	-	-	-
TOTAL BUDGET	738,642	166,949	76,409	83,671	65,204	69,989	43,993	232,427

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Ref	Scheme	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	Later Years £000
A/C.01	Primary - New Communities										
A/C.01.001	Trumpington Meadows, Cambridge - new 420 place school		Committed	9,800	9,500	300	-	-	-	-	-
A/C.01.002	Northstowe 1st primary - new 3 Form Entry, 630 place school with 52 Early Years places & Community facilities (including Children's Centre)		2014-15	11,170	350	4,600	6,000	220	-	-	-
A/C.01.003	North West Cambridge (NIAB site) - new 2 Form Entry, 420 place school with 52 Early Years places & Community facilities (including Children's Centre)		2015-16	9,150	131	400	5,700	2,800	119	-	-
A/C.01.004	Alconbury 1st primary - 3 Form Entry. First phase will be 2 Form Entry with 3 Form Entry core & 52 Early Years places		2015-16	9,220	100	400	5,850	2,700	170	-	-
A/C.01.005	Bearscroft, Godmanchester - new 1.5 Form Entry, 300 place school with 52 Early Years places		2015-16	6,630	-	500	5,600	470	60	-	-
A/C.01.006	Huntingdon, Ermine St - new 1.5 Form Entry, 300 place school		2016-17	7,225	-	-	250	4,600	2,200	175	-
A/C.01.007	Clay Farm / Showground - new 1 Form Entry with 2 Form Entry Core, 210 place school with 52 Early Years places. Phase 1		2016-17	6,600	-	-	300	4,300	1,900	100	-
A/C.01.008	RAF Upwood - additional places		2016-17	900	-	-	30	550	300	20	-
A/C.01.009	St Neots, Wintringham Park - new 1 Form Entry with 3 Form Entry core, with 52 Early Years places & 30 place Out of School Club. Phase 1		2017-18	8,650	-	-	-	400	5,400	2,700	150
A/C.01.010	Chatteris - new 1 Form Entry school with 26 Early Years places		2017-18	7,625	-	-	-	250	4,900	2,300	175
A/C.01.011	The Shade, Soham - extension to 2 Form Entry		2017-18	2,200	-	-	-	80	1,500	570	50
A/C.01.012	Alconbury 1st primary - final 1 Form Entry. Phase 2		2019-20	2,600	-	-	-	-	-	-	2,600
A/C.01.013	Wintringham Park 1st primary - extension to 3 Form Entry. Phase 2		2020-21	4,670	-	-	-	-	-	-	4,670
A/C.01.014	Loves Farm primary - 1.5 Form Entry		2020-21	8,700	-	-	-	-	-	-	8,700
A/C.01.015	Littleport 3rd primary - 1 Form Entry. Phase 1		2020-21	8,770	-	-	-	-	-	-	8,770
A/C.01.016	NIAB 2nd primary - 2 Form Entry with Early Years		2020-21	10,950	-	-	-	-	-	-	10,950
A/C.01.017	Northstowe 2nd primary - 2 Form Entry		2021-22	11,250	-	-	-	-	-	-	11,250
A/C.01.018	Wintringham Park 2nd primary - 3 Form Entry. First phase 2 Form Entry		2022-23	12,300	-	-	-	-	-	-	12,300
A/C.01.019	Northstowe 3rd primary - 2 Form Entry		2023-24	11,900	-	-	-	-	-	-	11,900
A/C.01.020	Alconbury 2nd primary - 2 Form Entry. Phase 1		2023-24	10,050	-	-	-	-	-	-	10,050
	Total - Primary - New Communities			160,360	10,081	6,200	23,730	16,370	16,549	5,865	81,565
A/C.02	Primary - Demographic Pressures										
A/C.02.001	North Ely Primary - new 1 Form Entry, 210 place school with 3 Form Entry core, with access road & 52 Early Years places. Phase 1		Committed	9,800	315	4,000	5,250	235	-	-	-
A/C.02.002	Thorndown Primary - expansion from 2 Form Entry to 3 Form Entry, 630 place school with 26 Early Years places		Committed	9,955	6,136	3,700	119	-	-	-	-
A/C.02.003	Hemingford Grey Primary School - expansion to 315 places with 26 Early Years places		Committed	2,725	720	1,950	55	-	-	-	-
A/C.02.004	Fawcett Primary, Cambridge - expansion to 2 Form Entry, 420 place school		2014-15	5,200	493	4,100	500	107	-	-	-
A/C.02.005	King's Hedges Primary, Cambridge - expansion from 2 Form Entry to 3 Form Entry, 630 place school with 52 Early Years places		2014-15	4,700	315	2,900	1,400	85	-	-	-
A/C.02.006	Millfield Primary, Littleport - expansion to 2 Form Entry, 420 place school with 26 Early Years places		2014-15	1,500	-	50	1,000	420	30	-	-

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Ref	Scheme	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	Later Years £000
A/C.02.007	Hardwick Second Campus (Cambourne) - 1 Form Entry with 2 Form Entry core, with 52 Early Years places		2014-15	6,600	407	4,100	1,980	113	-	-	-
A/C.02.008	Cottenham - expansion from 2 Form Entry to 3 Form Entry, 630 place school		2014-15	4,560	200	3,000	1,280	80	-	-	-
A/C.02.009	St Neots, Loves Farm - additional Early Years & Childcare provision (Joint Scheme with Huntingdonshire District Council)		2014-15	670	20	350	280	20	-	-	-
A/C.02.010	Orchards Primary, Wisbech - 1 Form Entry extension		2014-15	4,871	807	3,000	960	104	-	-	-
A/C.02.011	Cavalry Primary, March - expansion to 2 Form Entry, 420 place school		2014-15	2,630	130	1,900	600	-	-	-	-
A/C.02.012	Swavesey Primary - Basic Need & Sustainability - replace temporary buildings		2014-15	1,720	70	300	1,300	50	-	-	-
A/C.02.013	Huntingdon Town - additional primary places		2015-16	1,500	20	50	1,000	400	30	-	-
A/C.02.014	Wisbech - 1 Form Entry additional places		2015-16	2,709	-	90	1,800	770	49	-	-
A/C.02.015	Little Paxton Primary - expansion		2015-16	800	-	30	450	300	20	-	-
A/C.02.016	All Saints, March - expansion to 2 Form Entry, 420 place school		2015-16	3,500	-	100	2,200	1,140	60	-	-
A/C.02.017	Brampton Primary - expansion from 2 Form Entry to 3 Form Entry, 630 place school with 52 Early Years places		2015-16	5,190	250	350	3,100	1,400	90	-	-
A/C.02.018	Relocation of Jeavons Wood temporary building		2015-16	1,000	-	20	60	890	30	-	-
A/C.02.019	Fordham - expansion to 315 place school		2015-16	925	30	50	250	580	15	-	-
A/C.02.021	Burwell - additional 90 places		2016-17	1,000	-	-	30	300	650	20	-
A/C.02.022	Fulbourn - additional 60 places with 52 Early Years places		2016-17	1,750	60	130	-	900	620	40	-
A/C.02.023	Orchard Park - additional Early Years & Childcare provision for 24 places		2016-17	400	-	-	-	15	220	155	10
A/C.02.024	St Ives, Eastfield / Westfield / Wheatfields - 1 Form Entry additional places		2017-18	4,000	-	-	130	2,600	1,200	70	-
A/C.02.025	Wyton Primary - replacement of existing school on new site		2017-18	5,750	-	-	-	200	3,900	1,560	90
A/C.02.026	North Ely Primary - 2 Form Entry expansion. Phase 2		2018-19	4,100	-	-	-	-	150	2,600	1,350
A/C.02.027	Sawston Primary - 1 Form Entry expansion		2020-21	5,250	-	-	-	-	-	-	5,250
A/C.02.028	Benwick Primary - expansion		2019-20	500	-	-	-	-	-	-	500
A/C.02.029	Harston Primary - expansion		2019-20	500	-	-	-	-	-	-	500
A/C.02.030	Melbourne Primary - expansion		2019-20	500	-	-	-	-	-	-	500
A/C.02.031	Robert Arkenstall Primary - expansion		2019-20	500	-	-	-	-	-	-	500
A/C.02.032	Wilburton Primary - expansion		2019-20	500	-	-	-	-	-	-	500
A/C.02.033	Wisbech new primary		2020-21	8,770	-	-	-	-	-	-	8,770
A/C.02.034	March - new 1 Form Entry school. Phase 1		2020-21	8,770	-	-	-	-	-	-	8,770
	Total - Primary - Demographic Pressures			112,845	9,973	30,170	23,744	10,709	7,064	4,445	26,740
A/C.03	Primary - Adaptations										
A/C.03.001	Hauxton - hall & new classroom		Committed	1,060	70	850	140	-	-	-	-
A/C.03.002	Dry Drayton - new reception/Year 1 class & pre-school facility, replacement of mobiles		2014-15	1,200	70	800	300	30	-	-	-
A/C.03.003	Morley Memorial - Replacement of two reception classes & internal Improvements		2017-18	3,000	150	150	-	60	1,100	1,470	70
	Total - Primary - Adaptations			5,260	290	1,800	440	90	1,100	1,470	70

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Ref	Scheme	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	Later Years £000
A/C.04	Secondary - New Communities										
A/C.04.001	Southern Fringe, Cambridge - new 5 Form Entry, 750 place school with community facilities		Committed	22,296	4,196	14,400	3,200	500	-	-	-
A/C.04.002	Alconbury Secondary - new 4 Form Entry, 600 place school (with infrastructure for 8 Form Entry) & special school. Phase 1		2015-16	30,000	-	-	1,400	22,000	6,000	600	-
A/C.04.003	North West Fringe, Cambridge - new 4 Form Entry, 600 place school. Phase 1		2016-17	18,360	18	-	-	200	3,000	12,500	2,642
A/C.04.004	Northstowe - new 4 Form Entry, 600 place school with infrastructure for 12 Form Entry. Phase 1		2017-18	20,815	100	100	100	400	14,800	5,000	315
A/C.04.005	Cambridge City - 4 Form Entry additional capacity		2018-19	20,000	-	-	-	100	500	3,000	16,400
	Total - Secondary - New Communities			111,471	4,314	14,500	4,700	23,200	24,300	21,100	19,357
A/C.05	Secondary - Demographic Pressures										
A/C.05.001	Coleridge - expansion from 4 Form Entry to 5 Form Entry, 750 place school		Committed	4,500	2,903	1,480	117	-	-	-	-
A/C.05.002	Ely College - expansion 1 Form Entry		2014-15	3,100	-	1,900	1,200	-	-	-	-
A/C.05.003	Swavesey Secondary - expansion 1 Form Entry		2014-15	2,250	-	250	1,802	198	-	-	-
A/C.05.004	Littleport - new 4 Form Entry, 600 place secondary school & 2-19 area special school		2015-16	30,000	250	3,000	20,000	6,150	600	-	-
A/C.05.005	North Cambridgeshire secondary provision - land acquisition & 4 Form Entry school		2017-18	20,000	-	100	500	800	14,000	4,100	500
A/C.05.006	St Peters, Huntingdon - additional places		2017-18	3,250	-	20	200	2,000	980	50	-
A/C.05.007	Bottisham Village College - expansion 1 Form Entry		2018-19	3,250	-	-	-	20	200	2,000	1,030
A/C.05.009	Cromwell community college, Chatteris - 1 Form Entry expansion		2020-21	3,700	-	-	-	-	-	-	3,700
A/C.05.010	8-10 Form Entry additional secondary capacity to serve March & Wisbech		2020-21	47,600	-	-	-	-	-	-	47,600
A/C.05.011	Cambourne secondary - 1 Form Entry expansion		2020-21	4,600	-	-	-	-	-	-	4,600
A/C.05.012	St Neots Secondary - additional basic need capacity		2022-23	10,940	-	-	-	-	-	-	10,940
A/C.05.013	Northstowe secondary - expansion 4 Form Entry. Phase 2		2022-23	11,640	-	-	-	-	-	-	11,640
	Total - Secondary - Demographic Pressures			144,830	3,153	6,750	23,819	9,168	15,780	6,150	80,010
A/C.07	Schools - Scheme Final Payments										
A/C.07.001	Green End Rd, Cambridge - new 1 Form Entry, 210 place school with Early Years places		Committed	3,750	3,634	116	-	-	-	-	-
A/C.07.002	Orchard Park Primary - two class expansion		Committed	900	874	26	-	-	-	-	-
A/C.07.003	Roundhouse Primary, St Neots - expansion to 2 Form Entry		Committed	3,000	2,944	56	-	-	-	-	-
A/C.07.004	Soham (N) - new 1 Form Entry, 210 place school with 52 Early Years places & access road		Committed	7,160	7,030	130	-	-	-	-	-
A/C.07.005	St John's Primary, Huntingdon - 1 Form Entry expansion + site acquisition		Committed	4,713	4,463	250	-	-	-	-	-
A/C.07.006	St Matthew's, Cambridge - expansion from 2 Form Entry to 3 Form Entry, 630 place school		Committed	8,991	8,900	91	-	-	-	-	-
A/C.07.007	Thongsley Fields Primary - expansion to 2 Form Entry		Committed	1,270	1,221	49	-	-	-	-	-
A/C.07.008	Weatheralls, Soham - expansion from 2 Form Entry to 3 Form Entry, 630 place school		Committed	3,530	3,430	100	-	-	-	-	-

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Ref	Scheme	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	Later Years £000
A/C.07.009	Cambourne - new 5 Form Entry, 750 place school		Committed	21,600	21,332	268	-	-	-	-	-
A/C.07.010	Pendragon, Papworth - expansion to 420 places		Committed	10,101	9,835	266	-	-	-	-	-
A/C.07.011	Gunhild Way (Netherhall Lower School Site) - new 2 Form Entry, 420 place school		Committed	3,452	3,373	79	-	-	-	-	-
A/C.07.012	Burrough Green - replacement 120 place school		Committed	4,350	4,250	100	-	-	-	-	-
A/C.07.013	Linton VC - replacement accommodation		Committed	11,865	11,800	65	-	-	-	-	-
A/C.07.014	Jeavons Wood Primary, Cambourne - temporary school / new 2 Form Entry, 420 place school		Committed	11,362	11,300	62	-	-	-	-	-
A/C.07.015	Netherhall School - relocate lower school		Committed	10,515	10,400	115	-	-	-	-	-
	Total - Schools - Scheme Final Payments			106,559	104,786	1,773	-	-	-	-	-
A/C.08	Building Schools for the Future										
A/C.08.003	BSF ICT for Fenland		Committed	9,696	8,992	250	250	204	-	-	-
A/C.08.008	BSF Contribution to lifecycle costs		Ongoing	289	141	73	75	-	-	-	-
	Total - Building Schools for the Future			9,985	9,133	323	325	204	-	-	-
A/C.09	Devolved Formula Capital										
A/C.09.001	School Devolved Formula Capital		Ongoing	14,757	4,077	1,068	1,068	1,068	1,068	1,068	5,340
	Total - Devolved Formula Capital			14,757	4,077	1,068	1,068	1,068	1,068	1,068	5,340
A/C.10	Condition, Maintenance & Suitability										
A/C.10.001	School Condition, Maintenance & Suitability		Ongoing	46,204	14,304	4,900	3,000	3,000	3,000	3,000	15,000
	Total - Condition, Maintenance & Suitability			46,204	14,304	4,900	3,000	3,000	3,000	3,000	15,000
A/C.11	Site Acquisition & Development										
A/C.11.001	Site Acquisition, Development, Analysis and Investigations		Ongoing	1,947	714	300	300	300	133	100	100
	Total - Site Acquisition & Development			1,947	714	300	300	300	133	100	100
A/C.12	Temporary Accommodation										
A/C.12.001	Temporary Accommodation		Ongoing	7,464	1,964	1,000	500	500	500	500	2,500
	Total - Temporary Accommodation			7,464	1,964	1,000	500	500	500	500	2,500

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Ref	Scheme	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	Later Years £000
A/C.13	Short Breaks for Disabled Children & Social Care Minor Works										
A/C.13.001	Children's Minor Works and Adaptions		Ongoing	305	55	25	25	25	25	25	125
A/C.13.002	Short breaks capital grant		Committed	978	590	388	-	-	-	-	-
	Total - Short Breaks for Disabled Children & Social Care Minor Works			1,283	645	413	25	25	25	25	125
A/C.15	Children Support Services										
A/C.15.001	Cambridgeshire Alternative Education Service Minor Works		Ongoing	260	40	20	20	20	20	20	120
A/C.15.002	LA maintained Early Years Provision		Committed	2,900	2,100	200	200	200	200	-	-
A/C.15.003	Trinity School Hartford, Huntingdon		Committed	5,500	1,150	2,700	1,550	100	-	-	-
A/C.15.004	CFA Buildings & Capital Team Capitalisation		Committed	2,750	-	250	250	250	250	250	1,500
	Total - Children Support Services			11,410	3,290	3,170	2,020	570	470	270	1,620
A/C.16	Adult Social Care										
A/C.16.002	Mental Health Schemes		Committed	255	225	30	-	-	-	-	-
A/C.16.005	Community Capacity Programme		Ongoing	2,525	-	2,525	-	-	-	-	-
A/C.16.006	Transformation Initiatives		Ongoing	1,487	-	1,487	-	-	-	-	-
	Total - Adult Social Care			4,267	225	4,042	-	-	-	-	-
	TOTAL BUDGET			738,642	166,949	76,409	83,671	65,204	69,989	43,993	232,427

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Funding	2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	Later Years £000
Government Approved Funding						
Basic Need	15,249	3,794	2,247	9,932	9,932	57,550
Basic Need Funding Shortfall (Note 1)	-	16,156	13,899	-	-	-
Capital Maintenance	6,294	6,146	6,146	6,146	6,146	32,140
Devolved Formula Capital	1,068	1,068	1,068	1,068	1,068	5,340
Specific Grants	4,430	-	-	-	-	-
Total - Government Approved Funding	27,041	27,164	23,360	17,146	17,146	95,030
Locally Generated Funding						
Agreed Developer Contributions	5,639	1,895	6,959	3,518	-	-
Anticipated Developer Contributions	11,484	18,882	28,379	36,600	20,395	40,924
Capital Receipts	-	-	-	1,000	-	-
Prudential Borrowing	27,645	25,916	7,119	24,651	7,327	96,473
Prudential Borrowing (Repayable)	4,600	9,814	-613	-12,926	-875	-
Total - Locally Generated Funding	49,368	56,507	41,844	52,843	26,847	137,397
TOTAL FUNDING	76,409	83,671	65,204	69,989	43,993	232,427

Note 1 - Shortfall on original funding estimates arising from Basic Need funding allocation as per provisional DfE announcement on 18th December 2013.

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Table 5: Revenue - Dedicated Schools Grant Overview
Budget Period: 2014-15 to 2018-19

Ref	Title	Detailed Plans		Outline Plans			Type	Description
		2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000		
1	OPENING GROSS EXPENDITURE	26,618	22,695	22,695	22,695	22,695		
G/R.1.001	Reduction in spend funded by the Dedicated Schools Grant	-3,923	-	-	-	-	New	£3,923k reduction in DSG is due to the transfer of budget for the County School into the Schools Funding block and removal of budget for Cambridgeshire Racial Equality and Diversity Service (CREDS) and other services which are now directly purchased by schools.
1.999	REVISED OPENING GROSS EXPENDITURE	22,695	22,695	22,695	22,695	22,695		
2	INFLATION							
G/R.2.001	Inflation	365	342	365	387	386	New	Forecast pressure from inflation on services funded by the Dedicated Schools Grant. Inflation to be funded by savings on DSG funded services.
2.999	Subtotal Inflation	365	342	365	387	386		
3	DEMOGRAPHY AND DEMAND							
3.999	Subtotal Demography and Demand	-	-	-	-	-		
4	PRESSURES							
4.999	Subtotal Pressures	-	-	-	-	-		
5	INVESTMENTS							
5.999	Subtotal Investments	-	-	-	-	-		
6	SAVINGS							
G/R.6.001	Special Educational Needs management costs and training budget	-60	-40	-	-	-	Modified	Further reduction in management costs for support services for Special Educational Needs (SEN). Reduction in budget available to train CFA, schools and settings staff in identification of, and support for, SEN.
G/R.6.002	In School Support	-150	-	-	-	-	Existing	Reduction in support for inclusion to vulnerable children in secondary school. Impacts on CFA ability to fulfil "champion" role for vulnerable children.
G/R.6.003	Ex Standards Funds	-60	-	-	-	-	Existing	Cessation of projects in primary schools to promote inclusion. Risk is that as schools budgets reduce these projects will stop as schools will not be able to pick up the costs.
G/R.6.004	Inflation savings	-95	-90	-	-	-	Modified	Removal of inflation across CFA on DSG funded services except where non funding of inflation would be significantly detrimental to service delivery.
G/R.6.005	Savings to be identified	-	-212	-365	-387	-386	Modified	Savings on spend funded by the Dedicated Schools Grant to fund inflation and pressures on DSG services.
6.999	Subtotal Savings	-365	-342	-365	-387	-386		
	TOTAL GROSS EXPENDITURE	22,695	22,695	22,695	22,695	22,695		

Section 4 - A: Children, Families and Adults Services

Table 5: Revenue - Dedicated Schools Grant Overview

Budget Period: 2014-15 to 2018-19

Detailed Plans	Outline Plans
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Ref	Title	2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	Type	Description
7	FEES, CHARGES & RING-FENCED GRANTS							
G/R.7.001	Previous year's DSG	-26,618	-22,695	-22,695	-22,695	-22,695	Modified	Previous year's DSG rolled forward.
G/R.7.002	Reduction in DSG	3,923	-	-	-	-	New	Reduction in DSG due to transfer of County School out of CFA and into Schools Funding Block and change in funding for CREDS and other services now bought back by schools.
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-22,695	-22,695	-22,695	-22,695	-22,695		
	TOTAL NET EXPENDITURE	-	-	-	-	-		

FUNDING SOURCES								
8	FUNDING OF GROSS EXPENDITURE							
G/R.8.104	Dedicated Schools Grant	-22,695	-22,695	-22,695	-22,695	-22,695	Modified	Grant under regulation to support schools and education functions.
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-22,695	-22,695	-22,695	-22,695	-22,695		

MEMORANDUM: SAVINGS / INCREASED INCOME					
Savings	-365	-342	-365	-387	-386
Changes to fees & charges	-	-	-	-	-
TOTAL SAVINGS / INCREASED INCOME	-365	-342	-365	-387	-386

B: Economy, Transport and Environment Services Overview

Services to be provided

Economy, Transport and Environment (ETE) provides a range of services that are crucial to maintaining and improving quality of life for the people of Cambridgeshire, including residents, businesses and communities. ETE makes a significant contribution to our overall aim of promoting Cambridgeshire as being open for business and a great place to call home. Cambridgeshire is one of the key economic drivers for growth in the UK and the Cambridge brand is of international significance. ETE has a specific role in economic development activity and skills development.

The services provided by ETE include;

- delivering the right infrastructure and environment to encourage economic growth
- managing, maintaining and improving the County's transport network
- local transport
- education and social care transport
- planning for new development and natural resources
- trading standards
- waste management, including a Private Finance Initiative (PFI) to provide treatment solutions for the County's waste
- providing opportunities for life-long learning and skills development, cultural, sporting and community engagement
- registration and coroners services
- community hubs, libraries and archives

Key outcomes and priorities of the service

ETE contributes to all of the County Council's strategic objectives, either directly or indirectly.

The priorities focus on:

- **Helping people to live healthy and fulfilled lives** through the provision of books, information and other resources to support their learning, skills development and recreation.
- **Protecting vulnerable people** through tackling problems such as rogue traders and helping to support community transport.
- **Maintaining a safe highway network** through prioritising maintenance of those roads that are of economic importance, have persistent problems and safety issues.
- **Promoting jobs and supporting infrastructure** through ensuring that reduced funding is focused on infrastructure to support growth.
- **Managing congestion** which is a major issue in and around Cambridge, on major routes, and in some market towns by developing strategies and schemes that address the most significant problems.
- **Seeking new ways to mitigate the impact of overall reductions in public sector spending** by identifying potential new funding streams, such as renewable energy production, as well as ways to make more efficient use of existing resources, through schemes such as the City Deal.

- **Helping to embed new communities and encouraging active citizenship** through the provision of historical resources and local information.

How will our services change as a result of this business plan?

The Directorate continues to ensure that effective services are delivered to the public within the context of the financial challenges the Council faces.

As a result of this plan we will:

- **Review our income generation** – further opportunities for income generation to cover costs will be explored, including reviewing our charges and generating income through advertising and sponsorship.
- **Review funding sources** – identify alternative sources of funding.
- **Review Service budgets** – assess and challenge all cost centres in order to identify any efficiencies.
- **Ensure we are working efficiently** – continuing to review our ways of working and our contracts to reduce overheads and improve systems, while maintaining the level of service delivered to the public.
- **Prioritise our resources** – reducing support for lower risk areas and focusing our input where we can make the most difference and add value.
- **Identify innovative ways to deliver services** – such as Place Based Pilots which explore potential for shared

services with District Councils to reduce costs and improve service delivery.

- **Stop providing some services** – assess current activity against statutory duties and identify where activity could be stopped, reduced or done differently.

Section 4 - B: Economy, Transport and Environment Services

Table 1: Revenue - Summary of Gross Budget by Operational Division

Budget Period: 2014-15 to 2018-19

Gross Revised Opening Budget 2014-15 £000		Net Budget 2014-15 £000	Fees, Charges & Ring-fenced Grants 2014-15 £000	Gross Budget 2014-15 £000	Gross Budget 2015-16 £000	Gross Budget 2016-17 £000	Gross Budget 2017-18 £000	Gross Budget 2018-19 £000
	Executive Director							
297	Executive Director	-47	-154	107	-226	-391	-391	-391
606	Business Support	490	-56	546	493	493	493	493
903	Subtotal Executive Director	443	-210	653	267	102	102	102
	Infrastructure Management & Operations							
135	Director of Infrastructure Management and Operations	124	-	124	124	124	124	124
37,350	Assets & Commissioning	34,167	-8,228	42,395	41,409	41,117	40,843	40,614
13,398	Local Infrastructure & Street Management	9,912	-2,495	12,407	12,117	11,981	11,670	11,864
1,965	Winter Maintenance	2,205	-	2,205	1,605	1,455	1,455	1,455
4,856	Supporting Business & Communities	1,313	-3,431	4,744	4,701	4,664	4,654	4,654
7,652	Community & Cultural Services	5,829	-1,893	7,722	7,094	7,070	7,077	7,084
65,356	Subtotal Infrastructure Management & Operations	53,550	-16,047	69,597	67,050	66,411	65,823	65,795
	Strategy & Development							
119	Director of Strategy and Development	122	-	122	122	122	122	122
249	Transport & Infrastructure Policy & Funding	142	-66	208	208	208	208	208
2,802	Growth & Economy	1,683	-858	2,541	2,541	2,511	2,511	2,511
180	Major Infrastructure Delivery	-	-339	339	184	184	184	184
9,802	Passenger Transport	7,106	-2,770	9,876	9,463	9,430	9,157	9,157
3,609	Adult Learning & Skills	179	-3,447	3,626	3,626	3,626	3,626	3,626
16,761	Subtotal Strategy & Development	9,232	-7,480	16,712	16,144	16,081	15,808	15,808
	Future Years							
-	Inflation	-	-	-	2,564	5,055	7,472	9,905
-	Savings	-	-	-	-	-3,800	-6,837	-9,504
83,020	ETE BUDGET TOTAL	63,225	-23,737	86,962	86,025	83,849	82,368	82,106

Section 4 - B: Economy, Transport and Environment Services

Table 2: Revenue - Gross Budget Changes by Operational Division

Budget Period: 2014-15

	Gross Revised Opening Budget £000	Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings £000	Gross Budget £000
Executive Director							
Executive Director	297	7	-	-	23	-220	107
Business Support	606	16	-	-	-	-76	546
Subtotal Executive Director	903	23	-	-	23	-296	653
Infrastructure Management & Operations							
Director of Infrastructure Management and Operations	135	3	-	-	-	-14	124
Assets & Commissioning	37,350	1,738	83	40	402	2,782	42,395
Local Infrastructure & Street Management	13,398	213	166	-	-	-1,370	12,407
Winter Maintenance	1,965	34	10	196	-	-	2,205
Supporting Business & Communities	4,856	43	-	-	-	-155	4,744
Community & Cultural Services	7,652	191	3	-	-	-124	7,722
Subtotal Infrastructure Management & Operations	65,356	2,222	262	236	402	1,119	69,597
Strategy & Development							
Director of Strategy and Development	119	3	-	-	-	-	122
Transport & Infrastructure Policy & Funding	249	9	-	-	-50	-	208
Growth & Economy	2,802	54	-	-	-100	-215	2,541
Major Infrastructure Delivery	180	4	-	-	155	-	339
Passenger Transport	10,075	626	-	-	900	-1,725	9,876
Adult Learning & Skills	3,609	17	-	-	-	-	3,626
Subtotal Strategy & Development	17,034	713	-	-	905	-1,940	16,712
ETE BUDGET TOTAL	83,293	2,958	262	236	1,330	-1,117	86,962

Section 4 - B: Economy, Transport and Environment Services

Table 3: Revenue - Overview
Budget Period: 2014-15 to 2018-19

Ref	Title	Detailed Plans		Outline Plans			Type	Description
		2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000		
1	OPENING GROSS EXPENDITURE	75,623	86,962	86,025	83,849	82,368		
B/R.1.001	Base adjustments	-163	-	-	-	-	- Existing	Centralisation of property costs
B/R.1.005	Increased expenditure funded by additional income	-92	-	-	-	-	- Existing	Mainly grants for Adult Learning Services.
B/R.1.006	Base Adjustment - Transfer of Community & Cultural Services from Corporate Services	7,652	-	-	-	-	- New	Community & Cultural Services transferred to ETE from Corporate Services on 1 October 2013.
B/R.1.007	Transfer of Function - Responsibility for Bus Service Operators Grant	273	-	-	-273	-	- New	Devolution from the Department for Transport of budget associated with Bus Service Operators Grant for bus services run under local authority contract.
1.999	REVISED OPENING GROSS EXPENDITURE	83,293	86,962	86,025	83,576	82,368		
2	INFLATION							
B/R.2.001	Inflation	2,950	2,556	2,491	2,417	2,433	Modified	Forecast pressure from inflation, based on detailed analysis incorporating national economic forecasts, specific contract inflation and other forecast inflationary pressures. Assumption that landfill tax will continue to increase by £8 per tonne per year.
B/R.2.002	Public Health funded inflation	8	8	-	-	-	- New	Forecast pressure from inflation on Public Health funded services to be funded from the Public Health grant.
2.999	Subtotal Inflation	2,958	2,564	2,491	2,417	2,433		
3	DEMOGRAPHY AND DEMAND							
B/R.3.001	Maintaining our infrastructure	176	180	184	189	194	Modified	Population increase leads to more infrastructure being built, as well as increased use of existing infrastructure, requiring more maintenance.
B/R.3.002	Street Lighting	53	53	53	46	46	Modified	Energy and maintenance costs for streetlighting in new developments.
B/R.3.003	Recycling Credits	30	27	33	31	31	Modified	To match increasing recycling rates and an increasing population.
B/R.3.004	Growth in demand for Registration & Coroner Services	3	5	6	7	7	Modified	Predicted increase in customer demand for Registration and Coroner services linked to population increase.
B/R.3.005	Impact of population growth on community facilities including libraries	-	56	11	-	-	- Modified	Increased running costs arising from new and enhanced facilities, including libraries and community hubs, in response to housing development and population growth across the County.
3.999	Subtotal Demography and Demand	262	321	287	273	278		
4	PRESSURES							
B/R.4.001	Increase in Winter Maintenance budget based on 5 year average	196	-	-	-	-	- New	Based on the average cost for winter maintenance over the last five years. The recent cold winters have led to an increased figure.
B/R.4.002	Recycling credits linked to recycle volume predictions	40	-	-	-	-	- Existing	Increased payments to Waste Collection Authorities through increased payment rates agreed through RECAP Board.
4.999	Subtotal Pressures	236	-	-	-	-		

Section 4 - B: Economy, Transport and Environment Services

Table 3: Revenue - Overview

Budget Period: 2014-15 to 2018-19

Ref	Title	Detailed Plans		Outline Plans			Type	Description
		2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000		
5	INVESTMENTS							
B/R.5.001	Economic Implementation Plan (following assessment) & LEP support	-100	-	-	-	-	- Existing	Original investment from 2011- 2012 for three years due to the Local Democracy Economic Development & Construction Act 2009. This provided £50,000 annually to match fund the Local Enterprise Partnership in the delivery of their Economic Development programme for Cambridgeshire.
B/R.5.002	Recycling Centre Business Rates & Licences	-	-	-	5	95	Existing	Tax liability and operating licences linked to the phasing of the latest Recycling Centre Capital programme. From original bid included in 2011-2012 budget.
B/R.5.003	Street Lighting PFI	402	392	-	-	-	Existing	Based on the Streetlighting contract, the original saving was made in the 2011-2012 budget.
B/R.5.004	Cambridgeshire Future Transport	400	-	-	-	-	Existing	To fund alternative efficient means of providing local transport. It builds up as conventional bus subsidies decline, culminating in £1.5m recurrent investment from 2014-2015. Investment began from 2012-2013.
B/R.5.005	Innovation in External Grants	-50	-	-	-	-	Existing	To improve processes for gaining external funding. Original investment in 2012-2013 for two years only.
B/R.5.006	Connecting Cambridgeshire	-100	-	-	-	-	Existing	Revenue costs linked to Connecting Cambridgeshire Capital scheme. Original investment of £300k in 2012-2013 for project team costs.
B/R.5.007	Use of ERDF funding for Superfast Broadband	123	-123	-	-	-	New	Revenue element of ERDF funding to be used for Superfast Broadband.
B/R.5.008	Use of DfT funding for 'Walking in Cities' project	155	-155	-	-	-	New	Funding for 'Walking in Cities' project.
B/R.5.009	Community Transport Initiatives	500	-	-	-	-	New	Support for initiatives to provide transport for communities in Cambridgeshire.
5.999	Subtotal Investments	1,330	114	-	5	95		
6	SAVINGS							
	ETE Cross-Directorate							
B/R.6.002	Transforming ETE	-21	-	-	-	-	Modified	Savings from ETE service restructures that fall within the Transforming ETE programme.
B/R.6.003	Highways Services contract review - 2016	-	-	-300	-500	-	Existing	Potential to radically change the way the service is provided and to reduce management costs.
B/R.6.011	Ensure flexible use of transport revenues	-745	-	-	-	-	New	The use of the on-street account will be reviewed to ensure it is being applied in the most efficient way. The review will include the potential to fund concessionary fares not covered by funding from Central Government, Cambridge and South Cambridgeshire traffic surveys, Drummer Street Bus Station and allocation of overhead costs.
B/R.6.012	Remove contingency budgets	-150	-20	-	-	-	New	This includes budgets that currently exist to cover internal and external legal costs, excluding on-going activity such as s106 negotiations and will now be funded on a case by case basis rather than through this contingency budget.
B/R.6.013	Reduce back office budgets and shift from manual to video Traffic Census	-56	-33	-	-	-	New	General efficiencies and reduction in IT, Training and Office Support budgets. Video counting will improve the efficiency of the Traffic Census process.
B/R.6.014	Employment Review costs	-207	-165	-165	-	-	New	Reduction in employment costs.
B/R.6.015	Reduce service budgets through efficiencies	-116	-50	-	-	-	New	Reduce or remove a variety of budgets in Economy, Transport and Environment.

Section 4 - B: Economy, Transport and Environment Services

Table 3: Revenue - Overview

Budget Period: 2014-15 to 2018-19

Ref	Title	Detailed Plans		Outline Plans			Type	Description
		2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000		
	Infrastructure Management & Operations							
B/R.6.105	Efficiencies from Highways Services Contract	-669	-300	-	-	-	Modified	The highways contract should deliver efficiencies year on year. New ways of working are continuously being explored to reduce overheads, improve systems, make operations more efficient.
B/R.6.106	Reduce Road Safety Budgets	-310	-	-	-	-	Existing	Reduce work for lower risk areas, in order to target our work to higher risk sites. Recharge staff costs from road safety engineering side to capital.
B/R.6.107	Reduce highways maintenance to fund winter maintenance increase	-196	-	-	-	-	New	Reduce highways maintenance to fund winter maintenance increase - (see B/R.4.001 above)
B/R.6.108	Waste PFI - Revision of funding gap	351	-436	-378	-356	-401	Modified	Based on opportunities and risks within the PFI contract.
B/R.6.109	Removal of one-off savings as a result of Waste MBT plant breakdown	2,615	-	-	-	-	Existing	Removal of temporary one-off saving as a result of the mechanical problems at the Waste MBT plant.
B/R.6.110	Reduce LISM Service budgets	-121	-	-	-	-	Modified	Savings identified as a result of the re-structuring of Local Infrastructure and Street Management teams.
B/R.6.125	Reduce Highways Surveys	-	-58	-	-	-	New	Highway surveys reduced to only those that provide value to the County Council and its communities through its Asset Management Strategy.
B/R.6.126	Reduce energy costs of streetlights - Repayment of Financing Costs	-	-170	48	-	-	New	Implement a combination of additional measures such as further dimming or switching off residential streetlights between 00.00 - 06.00, ie periods of low street activity. Links to Capital proposal B.C.3.017.
B/R.6.127	Reduce energy costs of streetlights - Surplus to Repayment of Financing Costs	-	-230	-48	-	-	New	Implement a combination of additional measures such as further dimming or switching off residential streetlights between 00.00 - 06.00, ie periods of low street activity. Links to Capital proposal B.C.3.017.
B/R.6.129	Reduce household waste recycling centre provision	-	-440	-	-	-	New	Reductions in service levels, including up to 3 potential site closures and consider revenue raising opportunities.
B/R.6.131	Reduce other hired contract services budget	-	-124	-	-	-	New	Reduce commissioned technical and commercial advice for the Waste PFI.
B/R.6.132	Reduce winter maintenance service	-	-600	-150	-	-	New	Overall reduction of 35% of the total £2.2 million budget. Reduction will be phased, with route optimisation in the first year, followed by more effective and different salt application volumes and reduction of routes.
B/R.6.134	Reduce grass cutting of highways verges	-	-100	-	-	-	New	Reduce number of grass cuts of highway verges. Visibility splays will not be affected.
B/R.6.135	Review Rights of Way provision	-40	-50	-20	-	-	New	Reduction of one post, review the way in which Rights of Way is provided and make operational savings.
B/R.6.138	Revised models for delivery of business advice	-40	-	-	-	-	New	Changes to the way in which first tier and second tier advice are delivered.
B/R.6.139	Review communications and policy work	-	-28	-	-	-	New	This activity will be reviewed to create further efficiencies by working with other services across Infrastructure, Management and Operations.
B/R.6.141	Reduce arts and sports grant funding	-	-20	-	-	-	New	There is a small budget for arts and sports grants to external organisations. The money is often used as match funding to attract other funding to Cambridgeshire, such as from Arts Council, Sport England.
B/R.6.142	Efficiencies achieved through whole systems approach to Waste	-	-	-37	-	-	New	Work is currently being undertaken to develop a 'whole systems approach' to Waste which will deliver savings and efficiencies.
B/R.6.143	Reduce community grants	-	-40	-	-	-	New	A number of grants which are given to local organisations for community activity will be reduced or removed.
B/R.6.144	Reduce service budgets following restructure	-50	-	-	-10	-	New	Efficiencies from a review of service budgets following the restructure of Supporting Businesses and Communities.

Section 4 - B: Economy, Transport and Environment Services

Table 3: Revenue - Overview

Budget Period: 2014-15 to 2018-19

Ref	Title	Detailed Plans		Outline Plans			Type	Description
		2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000		
B/R.6.147	Library service efficiencies and reductions in resources, support and staffing	-68	-150	-	-	-	New	Reduce senior management and central support for the service.
B/R.6.148	Redefine Library Service provision and structure	-60	-366	-	-	-	New	Review of library service infrastructure, which could lead to a small number of library closures.
B/R.6.149	Cambridge Archives and Local Studies (CALs) efficiencies in staffing	-16	-55	-	-	-	New	Fully integrate Local Studies and Archives staffing to operate across all CALs service points. Includes potential reduction in staffing and opening hours.
B/R.6.150	Planned closure of Cromwell Museum	-	-	-30	-	-	New	Remove budget and seek an alternative operator to prevent closure.
B/R.6.151	Cromwell Museum - rebalancing of one-off reduction in purchase fund	50	-	-	-	-	Existing	A one-off reduction of -£50k was made in 2013-14 from reserves held for museum purchases. As this saving can only be made once, a balancing figure of £50k needs to go back into the budget in 2014-15.
B/R.6.152	Registration and Coroners service efficiencies	-30	-28	-11	-	-	New	Efficiencies and service reductions, including staff restructuring, review of opening hours and appointment times.
B/R.6.153	Review of Coroner finance	-	-30	-	-	-	New	Seek to implement findings of Scrutiny Committee review.
B/R.6.154	Investigate a series of opportunities to work with District Councils on place management pilots - Regulatory Hub	-	-15	-	-	-	New	The hub would bring together all regulatory services to create efficiencies and provide improved outcomes.
B/R.6.155	Investigate a series of opportunities to work with District Councils on place management pilots - highways operations	-	-15	-	-	-	New	Collaborative working with the City and District Council partners to reduce costs and improve services through joined up delivery.
	Strategy & Development							
B/R.6.201	Repay cash investment in Floods and Water Act activity	-200	-	-	-	-	Existing	The County Council became responsible for new duties under the Flood and Water Bill, it made provision for £200k from its base budget, however Government funding was made available in 2011-12 and 2012-13, totalling £347k. This Government funding remains in our base, and as such, it is now felt that the original £200k of Council funding can be withdrawn.
B/R.6.202	Review of Regional Spatial Strategy - repay priority investment	-10	-	-	-	-	Existing	Although Regional Spatial Strategy now abolished, Cambridgeshire authorities will continue to collaborate.
B/R.6.204	Phase out bus subsidies	-873	-	-	-	-	Existing	Cambridgeshire Future Transport will provide alternative, more efficient means of transport than through traditional bus subsidy, wherever possible.
B/R.6.205	Remove the Enterprise and Economy grant	-5	-	-	-	-	New	Used to pump prime schemes and bids.
B/R.6.206	Remove one planning enforcement post	-	-	-30	-	-	New	The minerals and waste functions will remain, although enforcement activity will reduce.
B/R.6.207	Reducing funding to support community transport schemes in Cambridgeshire.	-150	-113	-33	-	-	New	Reduce base budget funding for community transport but replace this with one off community transport grant funding that will protect services for at least 2014-15 and 2015-16. The discretionary 50% subsidy for concessionary pass holders using community transport will be removed.
B/R.6.208	Charge concessionaires on Park and Ride	-	-300	-	-	-	New	Remove potential to use concessionary bus passes on Cambridge Park and Ride services.
B/R.6.300	Unidentified Savings to Balance Budget	-	-	-3,800	-3,037	-2,667	New	Unidentified savings to balance budget.
6.999	Subtotal Savings	-1,117	-3,936	-4,954	-3,903	-3,068		
	TOTAL GROSS EXPENDITURE	86,962	86,025	83,849	82,368	82,106		

Section 4 - B: Economy, Transport and Environment Services

Table 3: Revenue - Overview
Budget Period: 2014-15 to 2018-19

Ref	Title	Detailed Plans		Outline Plans			Type	Description
		2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000		
7	FEES, CHARGES & RING-FENCED GRANTS							
B/R.7.001	Previous year's fees, charges & ring-fenced grants	-22,249	-23,737	-24,132	-24,162	-24,091	Modified	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.
B/R.7.002	Fees and charges inflation	-116	-125	-127	-129	-131	Existing	Uplift in external charges to reflect inflation pressures on the costs of services.
	Changes to fees & charges							
B/R.7.101	Trade Waste Income	-95	-	-	-	-	Existing	Increased payments relating to trade waste disposal from Waste Collection Authorities as part of increased rates of Landfill tax.
B/R.7.102	Income generation through advertising and sponsorship	-25	-50	-	-	-	Modified	Generate advertising income through sale of space on assets, such as the Guided Busway and Park and Ride sites.
B/R.7.103	Section 106 funding for Clay Farm Hub	-	-35	-	-	35	New	Section 106 funding for Clay Farm Hub running costs to cover first 3 years.
B/R.7.104	Increase highways and road safety charges to cover costs	-256	-86	-5	-5	-	New	Increased charges resulting from the review of charges across ETE. Further targeted review of charges will continue, including benchmarking.
B/R.7.105	Raise other grant funding and European Social Fund income with no increase in establishment	-	-15	-15	-	-	New	Securing an increase in grant funding without increasing overheads will enable savings to be made.
B/R.7.106	Expand the range of fees in Growth & Economy	-75	-41	-36	-16	-41	New	Fees relating to transport, planning and ecology advice.
B/R.7.107	Implement cost recovery model for Supporting Businesses and Communities	-10	-56	-45	-30	-	New	Introduce a charging model for some areas of work such as business advice services and marketing the use of our financial investigators.
B/R.7.108	Secure funding for the Historic Environment Team	-	-30	-28	-22	-	New	The team is to become self-funding by 2018-19. No figure has been included for 2014-15 as this team was given a task to generate an extra £80k annually in 2013-14.
B/R.7.109	Introduce Park and Ride car parking charges	-230	-100	-	-	-	New	Implementation planned for 1 April 2014.
B/R.7.110	Introduce charges for parking at Guided Busway sites	-	-120	-	-	-	New	Charges would apply at Longstanton and St Ives.
B/R.7.111	Create enterprise centres in Libraries	-	-	-63	39	1	New	Optimising the potential of our Library buildings to support business start-ups and generate income. Element to repay financing costs. Linked to Capital proposal B/C.3.109.
B/R.7.112	Create enterprise centres in Libraries - Surplus to Repayment of Financing Costs	-	-	-137	-39	-1	New	Optimising the potential of our Library buildings to support business start-ups and generate income. Linked to Capital proposal B/C.3.109.
B/R.7.113	Registration income generation/cost recovery	-82	-7	-	-	-	New	Increase in the range and scope of services to generate further income.
B/R.7.114	Recover cost of managing S106 income	-40	-	-	-	-	New	To cover further costs of monitoring and managing S106 funding.
	Changes to ring-fenced grants							
B/R.7.201	ERDF grant funding for Superfast Broadband	-123	123	-	-	-	New	ERDF grant funding for Superfast Broadband.
B/R.7.202	Change in Public Health Grant	-8	-8	426	-	-	New	Change in ring-fenced Public Health grant to reflect increased cost of Public Health functions and treatment as a corporate grant from 2016-17 due to removal of ring-fence.
B/R.7.203	DfT grant funding - Walking in Cities	-155	155	-	-	-	New	Grant funding for Walking in Cities.
B/R.7.204	Change in Bus Service Operators Grant	-273	-	-	273	-	New	New ring-fenced Bus Service Operators Grant devolved from the Department of Transport for bus services run under local authority contract.
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-23,737	-24,132	-24,162	-24,091	-24,228		
	TOTAL NET EXPENDITURE	63,225	61,893	59,687	58,277	57,878		

Section 4 - B: Economy, Transport and Environment Services

Table 3: Revenue - Overview

Budget Period: 2014-15 to 2018-19

Ref	Title	Detailed Plans		Outline Plans			Type	Description
		2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000		
FUNDING SOURCES								
8	FUNDING OF GROSS EXPENDITURE							
B/R.8.001	Cash Limit Funding	-63,225	-61,893	-59,687	-58,277	-57,878	Existing	Net spend funded from general grants, business rates and Council Tax.
B/R.8.002	Public Health Grant	-418	-426	-	-	-	Modified	Funding transferred to Service areas where the management of Public Health functions will be undertaken by other County Council officers, rather than directly by the Public Health Team.
B/R.8.003	Fees & Charges	-16,133	-16,798	-17,254	-17,456	-17,593	Existing	Fees and charges for the provision of services.
B/R.8.004	PFI Grant - Street Lighting	-3,944	-3,944	-3,944	-3,944	-3,944	New	PFI Grant from DfT for the life of the project.
B/R.8.005	PFI Grant - Waste	-2,691	-2,691	-2,691	-2,691	-2,691	New	PFI Grant from DEFRA for the life of the project.
B/R.8.006	ERDF Grant - Superfast Broadband	-123	-	-	-	-	New	ERDF Grant funding to fund revenue costs for Superfast Broadband in 2014-15 only.
B/R.8.007	DfT Grant - Walking in Cities	-155	-	-	-	-	New	DfT grant funding of £200k to be spent over 2 years.
B/R.8.008	DfT Grant - Bus Service Operators Grant	-273	-273	-273	-	-	New	Department for Transport funding for bus services run under local authority contract.
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-86,962	-86,025	-83,849	-82,368	-82,106		

MEMORANDUM: SAVINGS / INCREASED INCOME					
Savings	-1,117	-3,936	-4,954	-3,903	-3,068
Changes to fees & charges	-813	-540	-329	-73	-6
TOTAL SAVINGS / INCREASED INCOME	-1,930	-4,476	-5,283	-3,976	-3,074

Section 4 - B: Economy, Transport and Environment Services

Table 4: Capital Programme

Budget Period: 2014-15 to 2023-24

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	Later Years £000
Ongoing	170,497	30,170	33,498	35,936	40,936	14,936	14,936	85
Committed Schemes	275,502	163,577	42,412	50,833	13,580	3,620	370	1,110
2014-2015 Starts	48,259	-	14,589	5,167	10,081	13,082	5,340	-
2015-2016 Starts	2,623	-	-	418	282	150	1,773	-
2016-2017 Starts	6,229	-	500	-	1,529	2,000	2,200	-
2017-2018 Starts	25,000	-	-	-	-	1,000	1,000	23,000
2018-2019 Starts	11,862	-	-	-	-	-	395	11,467
TOTAL BUDGET	539,972	193,747	90,999	92,354	66,408	34,788	26,014	35,662

Ref	Scheme	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	Later Years £000
B/C.01	Integrated Transport										
B/C.1.002	Air Quality Monitoring		Ongoing	111	-	23	23	25	20	20	-
B/C.1.003	Bus Priority Measures - Huntingdonshire		Ongoing	969	-	55	500	250	82	82	-
B/C.1.005	Parking Management		Ongoing	250	-	250	-	-	-	-	-
B/C.1.006	Cycleway Improvements		Ongoing	1,782	-	234	234	434	440	440	-
B/C.1.009	Major Scheme Development		Ongoing	2,486	-	818	339	439	445	445	-
B/C.1.011	Local Highway Improvements (includes Accessibility & New Paths)		Ongoing	3,241	-	482	682	765	656	656	-
B/C.1.012	Safety Schemes		Ongoing	3,144	-	594	694	794	531	531	-
B/C.1.013	HCV Management		Ongoing	448	-	70	80	100	99	99	-
B/C.1.014	Sustainable Travel Management		Ongoing	649	-	120	125	140	132	132	-
B/C.1.015	Strategy Development & Integrated Transport Schemes		Ongoing	2,176	-	445	445	470	408	408	-
B/C.1.016	The Busway		Ongoing	1,000	-	1,000	-	-	-	-	-
B/C.1.018	Bus Priority Measures - Cambridge		Ongoing	950	-	350	500	100	-	-	-
B/C.1.019	Promoting Economic Growth - Delivering Strategy Aims		Ongoing	11,221	-	3,253	2,065	2,165	1,869	1,869	-
B/C.1.020	Traveline Development		Ongoing	115	-	20	20	25	25	25	-
	Total - Integrated Transport			28,542	-	7,714	5,707	5,707	4,707	4,707	-
B/C.02	Operating the Network										
B/C.2.001	Carriageway & Footway Maintenance incl Cycle Paths		Ongoing	34,045	-	7,245	6,700	6,700	6,700	6,700	-
B/C.2.002	Rights of Way		Ongoing	800	-	140	165	165	165	165	-
B/C.2.003	Street Lighting		Ongoing	140	-	140	-	-	-	-	-
B/C.2.004	Strengthening of Bridges to carry 40 tonne loading		Ongoing	11,304	-	2,248	2,264	2,264	2,264	2,264	-
B/C.2.005	Traffic Signal Replacement		Ongoing	3,200	-	600	650	650	650	650	-
B/C.2.006	Smarter Travel Management - Int Highways Man Centre		Ongoing	979	-	179	200	200	200	200	-

Section 4 - B: Economy, Transport and Environment Services

Table 4: Capital Programme

Budget Period: 2014-15 to 2023-24

Ref	Scheme	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	Later Years £000
B/C.2.007	Smarter Travel Management - Real Time Bus Information		Ongoing	807	-	147	165	165	165	165	-
	Total - Operating the Network			51,275	-	10,699	10,144	10,144	10,144	10,144	-
B/C.03	Infrastructure Management & Operations										
B/C.3.001	Highways Maintenance including Footways and Signals		Ongoing	90,000	30,000	15,000	20,000	25,000	-	-	-
B/C.3.011	Waste - St.Neots Reuse		2014-15	194	-	194	-	-	-	-	-
B/C.3.012	Waste - North Cambridge HWRC		2014-15	5,225	-	395	667	581	3,582	-	-
B/C.3.013	Waste - Wisbech		2015-16	2,472	-	-	267	282	150	1,773	-
B/C.3.014	Waste - Northstowe		2018-19	4,648	-	-	-	-	-	395	4,253
B/C.3.015	Waste - March		2018-19	2,013	-	-	-	-	-	-	2,013
B/C.3.016	Waste - E/S Cambridge		2018-19	5,201	-	-	-	-	-	-	5,201
B/C.3.017	Street Lighting - Central Management System	B/R.6.126 B/R.6.127	2014-15	1,500	-	1,000	500	-	-	-	-
B/C.3.101	Development of Archives Centre premises		Committed	12,124	62	62	3,000	6,000	3,000	-	-
B/C.3.103	Public PC replacement programme: libraries and learning centre		Committed	310	160	50	100	-	-	-	-
B/C.3.105	New Community Hub / Library Service Provision Alconbury Weald		2016-17	29	-	-	-	29	-	-	-
B/C.3.106	New Community Hub / Library Service Provision Cambourne		2015-16	151	-	-	151	-	-	-	-
B/C.3.107	New Community Hub / Library Provision Clay Farm		Committed	777	-	777	-	-	-	-	-
B/C.3.108	New Community Hub / Library Service Provision Darwin Green		2014-15	340	-	-	-	-	-	340	-
B/C.3.109	Central Library	B/R.7.111 B/R.7.112	2014-15	300	-	300	-	-	-	-	-
	Total - Infrastructure Management & Operations			125,284	30,222	17,778	24,685	31,892	6,732	2,508	11,467
B/C.04	Strategy & Development										
B/C.4.001	Ely Crossing		Committed	30,930	1,670	650	21,150	7,210	250	-	-
B/C.4.002	Cambridge Science Park Station		Committed	30,000	4,086	11,114	14,800	-	-	-	-
B/C.4.005	Northstowe		2014-15	15,000	-	-	-	5,000	5,000	5,000	-
B/C.4.006	Guided Busway		Committed	151,147	141,187	7,370	370	370	370	370	1,110
B/C.4.014	Huntingdon West of Town Centre Link Road		Committed	10,534	7,206	3,328	-	-	-	-	-
B/C.4.015	Local Sustainable Transport Fund		Committed	2,380	1,720	660	-	-	-	-	-
B/C.4.017	Cambridge Cycling Infrastructure		Committed	2,490	440	550	1,500	-	-	-	-
B/C.4.021	Chisholm Trail Scheme Development		Committed	500	40	60	400	-	-	-	-
B/C.4.022	Cycling City Ambition Fund		Committed	4,275	1,420	2,855	-	-	-	-	-
B/C.4.023	King's Dyke		2014-15	13,500	-	500	4,000	4,500	4,500	-	-
B/C.4.024	Soham Station		2016-17	6,200	-	500	-	1,500	2,000	2,200	-
B/C.4.025	Mobilising Local Energy Investment		2014-15	-	-	-	-	-	-	-	-
B/C.4.027	Bike Friendly Cities		Committed	285	185	100	-	-	-	-	-

Section 4 - B: Economy, Transport and Environment Services

Table 4: Capital Programme

Budget Period: 2014-15 to 2023-24

Ref	Scheme	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	Later Years £000
B/C.4.028	A14		2017-18	25,000	-	-	-	-	1,000	1,000	23,000
B/C.4.029	Busway Extension		2014-15	6,000	-	6,000	-	-	-	-	-
	Total - Strategy & Development			298,241	157,954	33,687	42,220	18,580	13,120	8,570	24,110
B/C.05	Other Schemes										
B/C.5.001	Making Assets Count		Ongoing	680	170	85	85	85	85	85	85
B/C.5.002	Investment in Connecting Cambridgeshire		Committed	29,750	5,401	14,836	9,513	-	-	-	-
B/C.5.004	Super Connected Cities		2014-15	5,200	-	5,200	-	-	-	-	-
B/C.5.005	Connecting Cambridgeshire - ERDF funding		2014-15	1,000	-	1,000	-	-	-	-	-
	Total - Other Schemes			36,630	5,571	21,121	9,598	85	85	85	85
	TOTAL BUDGET			539,972	193,747	90,999	92,354	66,408	34,788	26,014	35,662

Section 4 - B: Economy, Transport and Environment Services

Table 4: Capital Programme

Budget Period: 2014-15 to 2023-24

Funding	2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	Later Years £000
Government Approved Funding						
Department for Transport Specific Grants	26,206 8,530	15,851 8,350	15,851 1,000	15,851 -	15,851 -	23,000 -
Total - Government Approved Funding	34,736	24,201	16,851	15,851	15,851	23,000
Locally Generated Funding						
Agreed Developer Contributions	5,672	5,908	3,800	2,600	2,400	4,420
Anticipated Developer Contributions	1,469	6,201	754	843	340	16,000
Growing Places Fund	-1,017	-1,017	-1,016	-	-	-
Prudential Borrowing	27,182	34,984	37,303	12,724	4,453	10,552
Prudential Borrowing (Repayable)	15,924	10,950	-1,430	-230	-30	-39,310
Other Contributions	7,033	11,127	10,146	3,000	3,000	21,000
Total - Locally Generated Funding	56,263	68,153	49,557	18,937	10,163	12,662
TOTAL FUNDING	90,999	92,354	66,408	34,788	26,014	35,662

C: Corporate and Managed Services Overview

Corporate Services

Services to be provided

The services provided by the Corporate Directorate include both customer-facing and internal support services.

The Corporate Directorate acts as the first point of contact for customers, enabling customers to get the information they need and do business with the Council, through the Contact Centre and the Council's website. We have a responsibility to support communities which face inequalities or deprivation (eg gypsies and travellers and various local projects) through universal services.

The Directorate also provides support services and functions to enable other Council services to fulfil their roles. We support the rest of the organisation to transform the way we work, so we deliver better services in a more efficient way. We provide research and analysis services and support performance management across all services. We lead the Council's plans to cope with emergencies and other events that disrupt services.

The services include:

- Emergency Planning
- Contact Centre Services
- Community Engagement
- Communications

- Service Transformation including information management
- Web Services
- County Council elections
- Research and Performance
- Corporate Policy

Key outcomes and priorities of the service

- Helping people to live healthy and fulfilled lives through the provision of information and other resources, enabling them to access Council services easily.
- Fostering a sense of identity, nurturing stronger communities, helping to embed new communities and encouraging active citizenship through social media and local initiatives such as time banking.
- Leading the Council's plans to cope with emergencies and other events that disrupt services.
- Increased sharing of services and facilities between public sector partners.
- Working with services to ensure our services are better targeted and responding to the Government's Digital by Default aim and challenge.
- Continued fulfilment of specified statutory duties.
- Effective communications with external and internal audiences and protection of the Council's reputation.

How will our services change as a result of this business plan?

The Directorate continues to ensure that the cost of corporate overheads is managed and reduced in line with the financial challenges the Council faces. The following changes will result:

- **Reducing central costs and overheads where possible to protect frontline services** – savings and efficiencies from streamlining and/or reducing costs associated with senior management structures, IT systems and development, office properties, internal services.
- **Devolving appropriate activities and functions to Service Directorates** - reducing duplication and supporting the strategic direction of services.
- **Making it easier for the public to do business with the Council** – ensuring that information is readily available and accessible and that people can do most things electronically, backed up by Community Hub provision with well trained staff.
- **Income generation** – ensuring that where appropriate, fees and charges cover the costs of provision and that additional discretionary income is used to support continuing service provision.

Managed Services

Services to be provided

Managed Services are those services that are managed by LGSS on behalf of CCC. The full responsibility for the costs, strategy, and service levels remain with the Council but the administration of the activities rests within LGSS.

The largest element of the portfolio is supporting the effective and efficient use of the Council's estate, be that the property estate or the County Farms Estate. The County Farms Estate includes 14,000 hectares of tenanted farmland. In running the farms estate, we ensure business opportunities are maximised and environmental objectives are met.

The most effective use of the Council's property portfolio will play a key role in the delivery of significant revenue savings within the period of this Business Plan. The Council intends to use technology to ensure that the workplace is an efficient environment within which to deliver services, thereby enabling a significant rationalisation of the properties used for operational service delivery.

The services include:

- County Farms
- Property Management
- Building Maintenance
- Insurance
- Information Technology
- Cambridgeshire Public Sector Network

Key outcomes and priorities of the service

The key outcomes and priorities for Managed Services are to drive the maximum level of savings and additional income that can be derived from the Council's asset portfolio. Any savings derived from more effective asset utilisation are resources that can be allocated to key front line services to our communities.

How will our services change as a result of this business plan?

There are no staff directly employed within this area. The costs shown within the Managed Service budgets are therefore all external costs. Any staff employed in the delivery of these services are shown within the LGSS Operational element of the Business Plan.

Section 4 - C: Corporate and Managed Services

Table 1: Revenue - Summary of Gross Budget by Operational Division

Budget Period: 2014-15 to 2018-19

Gross Revised Opening Budget 2014-15 £000		Net Budget 2014-15 £000	Fees, Charges & Ring-fenced Grants 2014-15 £000	Gross Budget 2014-15 £000	Gross Budget 2015-16 £000	Gross Budget 2016-17 £000	Gross Budget 2017-18 £000	Gross Budget 2018-19 £000
	Corporate Services							
1,012	Corporate Director	661	-177	838	777	708	673	657
2,841	Business Transformation	2,319	-139	2,458	2,069	2,091	2,111	2,130
452	Chief Executive's Office	455	-3	458	458	458	458	458
1,578	Communications & Community Engagement	1,240	-327	1,567	1,567	1,567	1,567	1,567
190	Elections	194	-	194	194	194	194	194
1,201	Redundancy, Pensions & Injury	982	-193	1,175	1,175	1,175	1,175	1,175
7,274	Subtotal Corporate Services	5,851	-839	6,690	6,240	6,193	6,178	6,181
	Managed Services							
1,152	Building Maintenance	1,093	-80	1,173	1,173	1,173	1,173	1,173
902	County Farms	-2,845	-3,797	952	952	952	952	952
500	Effective Property Asset Management	275	-132	407	557	557	557	557
239	External Audit	169	-	169	169	169	169	169
203	Finance Managed	-19	-225	206	206	206	206	206
-250	HR Managed	-	-	-	-	-	-	-
1,902	Insurance	1,440	-	1,440	1,439	1,439	1,439	1,439
2,370	IT Managed	1,801	-	1,801	1,801	1,801	1,801	1,801
983	Members Allowances	981	-6	987	987	987	987	987
-	Organisational & Workforce Development Managed	125	-	125	125	125	125	125
5,785	Property Managed	5,650	-485	6,135	5,836	5,465	4,871	4,721
-	Transformation Fund	1,000	-	1,000	1,000	1,000	1,000	1,000
13,786	Subtotal Managed Services	9,670	-4,725	14,395	14,245	13,874	13,280	13,130
	Future Years							
-	Inflation	-	-	-	432	829	1,198	1,564
-	Savings	-	-	-	-371	-654	-697	-697
21,060	CS BUDGET TOTAL	15,521	-5,564	21,085	20,546	20,242	19,959	20,178

Section 4 - C: Corporate and Managed Services

Table 2: Revenue - Gross Budget Changes by Operational Division
Budget Period: 2014-15

	Gross Revised Opening Budget £000	Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings £000	Gross Budget £000
Corporate Services							
Corporate Director	1,012	25	-	-	-	-199	838
Business Transformation	2,841	73	22	-	-	-478	2,458
Chief Executive's Office	452	11	-	-	-	-5	458
Communications & Community Engagement	1,578	39	-	-	-	-50	1,567
Elections	190	4	-	-	-	-	194
Redundancy, Pensions & Injury	1,201	24	-	-	-	-50	1,175
Subtotal Corporate Services	7,274	176	22	-	-	-782	6,690
Managed Services							
Building Maintenance	1,152	21	-	-	-	-	1,173
County Farms	902	-	-	-	50	-	952
Effective Property Asset Management	500	3	-	-	150	-246	407
External Audit	239	5	-	-	-	-75	169
Finance Managed	203	3	-	-	-	-	206
HR Managed	-250	-	-	-	-	250	-
Insurance	1,902	38	-	-	-	-500	1,440
IT Managed	2,370	31	-	-	-	-600	1,801
Members Allowances	983	4	-	-	-	-	987
Organisational & Workforce Development Managed	-	-	-	-	125	-	125
Property Managed	5,785	168	-	150	120	-88	6,135
Transformation Fund	-	-	-	1,000	-	-	1,000
Subtotal Managed Services	13,786	273	-	1,150	445	-1,259	14,395
CS BUDGET TOTAL	21,060	449	22	1,150	445	-2,041	21,085

Section 4 - C: Corporate and Managed Services

Table 3: Revenue - Overview

Budget Period: 2014-15 to 2018-19

Ref	Title	Detailed Plans		Outline Plans			Type	Description
		2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000		
1	OPENING GROSS EXPENDITURE	17,070	21,085	20,546	20,242	19,959		
C/R.1.001	Base Adjustment - Managed into Corporate Services	13,209	-	-	-	-	- New	Adjustment for separation of LGSS Operational and Managed budgets.
C/R.1.002	Base Adjustment - Transfer of services between Corporate Services and LGSS Operational	-569	-	-	-	-	- New	Transfer of Democratic, Scrutiny and Member Services from Corporate Services to LGSS Operational.
C/R.1.003	Base Adjustment - Transfer of services between Corporate Services and ETE	-7,652	-	-	-	-	- New	Transfer of Community and Cultural Services from Corporate Services to ETE.
C/R.1.004	Base Adjustments	-998	-	-	-	-	- New	Adjustment for permanent changes to base budget from decisions made in 2013-14.
1.999	REVISED OPENING GROSS EXPENDITURE	21,060	21,085	20,546	20,242	19,959		
2	INFLATION							
C/R.2.001	Inflation	442	425	397	369	366	Existing	Forecast pressure from inflation, based on detailed analysis incorporating national economic forecasts, specific contract inflation and other forecast inflationary pressures.
C/R.2.002	Public Health funded inflation	7	7	-	-	-	- New	Forecast pressure from inflation on Public Health funded services to be funded from the Public Health grant.
2.999	Subtotal Inflation	449	432	397	369	366		
3	DEMOGRAPHY AND DEMAND							
C/R.3.001	Customer Services Demography	22	21	22	20	19	Existing	Increases in demography growth may increase contact volumes to Customer Services (Contact Centre).
3.999	Subtotal Demography and Demand	22	21	22	20	19		
4	PRESSURES							
C/R.4.001	County Offices - new Fenland office (Managed)	150	-	-	-	-	- Existing	Funding pressure for the running costs of Awdry House, the new Wisbech office.
C/R.4.002	Redundancy costs (Managed)	1,000	-	-	-	-	- Existing	Corporate funding for Section 188 redundancies.
4.999	Subtotal Pressures	1,150	-	-	-	-		
5	INVESTMENTS							
C/R.5.001	Contact Centre - customer service advisors	-	-160	-	-	-	- Existing	Removal of 2 year investment in year 2015-16.
C/R.5.002	Digital by Default	-	-250	-	-	-	- Existing	Removal of one off funding to develop and implement digital solutions in year 2015-16. (Links to 6.104)
C/R.5.901	National Graduate Development Programme (Managed)	125	-	-	-	-	- New	Funding for National Graduate Development Programme
C/R.5.902	Property Rationalisation Resource (Managed)	120	-	-45	-75	-	- New	Resource to support property rationalisation project.
C/R.5.950	County Farms Investment (Viability) (Managed)	50	-	-	-	-	- New	Revenue investment to fund additional post required to support the County Farms Investment (Viability) capital scheme. Links to capital proposal C/C.1.003.

Section 4 - C: Corporate and Managed Services

Table 3: Revenue - Overview

Budget Period: 2014-15 to 2018-19

Detailed Plans	Outline Plans
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Ref	Title	2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	Type	Description
C/R.5.951	Making Assets Count Joint Operations Centre (south) (Managed)	-	-	24	-	-	New	Revenue investment for running costs of Joint Operations Centre (south). Links to capital proposal C/C.1.014.
C/R.5.952	Making Assets Count Public Property Partnership & Market Towns Project (Managed)	150	150	-	-	-	New	Revenue investment for staffing costs to support the Making Assets Count Public Property Partnership & Market Towns Project capital scheme. Links to capital proposal C/C.1.013.
5.999	Subtotal Investments	445	-260	-21	-75	-		
6	SAVINGS							
	Corporate Director							
C/R.6.001	Reorganisation of the Corporate Centre	-75	-	-	-	-	Existing	Reorganisation of the Corporate Centre (predominantly made in 2013-14), including the Communications, Community Engagement, Research and Performance and Policy functions to improve service delivery and achieve targetted savings. Opportunities to secure additional income will be pursued.
C/R.6.002	HealthWatch Efficiency	-50	-61	-69	-35	-16	New	Efficiency saving applied to HealthWatch in line with Corporate Services percentage savings target
	Business Transformation							
C/R.6.101	Business Transformation restructure	-278	-	-	-	-	Existing	Reorganisation of Business Transformation Service to focus on improved customer centric delivery.
C/R.6.104	Digital by Default	-200	-	-	-	-	Existing	Council-wide efficiencies to be identified from the Digital by Default project (Links to 5.002).
	Chief Executive's Office							
C/R.6.201	Chairman's Reception	-5	-	-	-	-	New	Cease holding the bi-annual Chairman's Reception
	Communications & Community Engagement							
C/R.6.301	Communications	-50	-	-	-	-	New	Reduction in Communications budget in line with need to identify savings in Corporate Services. This will involve a reduction in 1FTE member of staff in the Communications Team.
	Redundancy, Pensions & Injury							
C/R.6.401	Reduction in costs on Redundancy, Pensions & Injury budget	-50	-	-	-	-	New	Reduction in costs on Redundancy, Pensions & Injury budget, held within Corporate Services
	CS Cross-Service							
C/R.6.601	Employment Review Costs	-29	-	-	-	-	New	Directorate share of Employment Review savings.
C/R.6.602	Central Services	-	-216	-158	-43	-	Existing	Further review of central services.
C/R.6.603	Customer Service Delivery Review	-	-155	-125	-	-	Existing	The shift towards more services being delivered digitally, will lead to more cost effective service delivery models.
C/R.6.604	General Admin Review	-30	-	-	-	-	New	Review of admin support across the Directorate
C/R.6.605	General Efficiencies	-15	-	-	-	-	New	General efficiencies to be found across the Directorate

Section 4 - C: Corporate and Managed Services

Table 3: Revenue - Overview

Budget Period: 2014-15 to 2018-19

Ref	Title	Detailed Plans		Outline Plans			Type	Description
		2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000		
C/R.6.901	Managed Carbon Trading	-88	-	-	-	-	Existing	The Carbon Reduction Commitment Energy Efficiency Scheme (CRCEES) enters Phase 2 in 2014-15. New rules have been developed by Government for this phase, one of which is that schools no longer need to be included. The impact of this for the County Council is that we no longer hit the minimum number of emissions required to be part of the scheme and we can therefore withdraw, this will free up the money previously used for buying allowances.
C/R.6.902	Insurance Provision Savings	-500	-	-	-	-	Modified	Reduction to cost of insurance provision for CCC.
C/R.6.903	Rationalisation of Property Portfolio	-	-300	-350	-319	-	Existing	Rationalisation of CCC property portfolio.
C/R.6.904	Employment Review	250	-	-	-	-	Modified	Reimbursement of Employment Review saving to Managed Services following allocation of savings target to Services.
C/R.6.905	IT Managed Savings	-600	-	-	-	-	New	Savings to be achieved across IT Managed budgets.
C/R.6.906	Capital Receipts Expenses	-246	-	-	-	-	New	Removal of Capital Receipts Expenses revenue budget following change in treatment of disposal costs.
C/R.6.907	Reduction in External Audit Fees	-75	-	-	-	-	New	Reduction in external audit costs to reflect reduced fees and direct charging of Pension Fund audit costs.
C/R.6.951	Savings to be Identified - MAC Joint Operations Centre (south)	-	-	-	-100	-	New	Savings to be achieved to offset cost of borrowing for MAC Joint Operations Centre (south) capital investment. Links to capital proposal C/C.1.014.
C/R.6.952	MAC Public Property Partnership & Market Towns Project - Repayment of Financing Costs	-	-	-	-100	-150	New	Reduced property running costs resulting from MAC Public Property Partnership & Market Towns Project. Links to capital proposal C/C.1.013.
6.999	Subtotal Savings	-2,041	-732	-702	-597	-166		
	TOTAL GROSS EXPENDITURE	21,085	20,546	20,242	19,959	20,178		
7	FEES, CHARGES & RING-FENCED GRANTS							
C/R.7.001	Previous year's fees, charges & ring-fenced grants	-5,165	-5,564	-6,654	-6,610	-6,924	Existing	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.
C/R.7.002	Fees and charges inflation	-24	-32	-35	-40	-46	Existing	Uplift in external charges to reflect inflation pressures on the costs of services.
C/R.7.101	Changes to fees & charges Offices Joint Venture	-	-	-100	-100	-100	New	Creation of a joint venture to exploit the latent value of major office building(s) through alternative uses, subject to planning permission, e.g. residential to provide a substantial revenue stream to be shared between CCC and its partner.
C/R.7.102	Housing provision (primarily for rent) on CCC portfolio	-	-	-	-80	-160	Modified	Housing provision (at discounted market rents / shared equity). Links to capital proposal C/C.1.005.
C/R.7.103	County Farms Rental Income	-407	-	-	-	-	New	Additional surplus generated from rental income across the County Farms portfolio.
C/R.7.104	County Farms Investment (Viability) - Repayment of Financing Costs	-13	-75	-75	-75	-	New	Increase in County Farms rental income resulting from capital investment. Links to capital proposal C/C.1.003.
C/R.7.105	Renewable Energy Soham - Repayment of Financing Costs	-	-879	45	18	19	New	Income generation resulting from capital investment in solar farm at Soham. Element to repay financing costs. Links to capital proposal C/C.1.016.

Section 4 - C: Corporate and Managed Services

Table 3: Revenue - Overview

Budget Period: 2014-15 to 2018-19

Detailed Plans	Outline Plans
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Ref	Title	2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	Type	Description
C/R.7.106	Renewable Energy Soham - Surplus to Repayment of Financing Costs	-	-84	-63	-37	-38	New	Income generation resulting from capital investment in solar farm at Soham. Element to surplus to repaying financing costs. Links to capital proposal C/C.1.016.
C/R.7.107	Solar PV - Repayment of Financing Costs	-11	-10	1	-	1	New	Income generation resulting from installation of solar PV at a further 5 CCC non-school sites. Element to repay financing costs. Links to capital proposal C/C.1.012.
C/R.7.108	Solar PV - Surplus to Repayment of Financing Costs	-2	-3	-1	-	-1	New	Income generation resulting from installation of solar PV at a further 5 CCC non-school sites. Element surplus to repayment of financing costs. Links to capital proposal C/C.1.012.
C/R.7.201	Changes to ring-fenced grants Change in Public Health Grant	58	-7	272	-	-	New	Change in ring-fenced Public Health grant to reflect increased cost of Public Health functions and treatment as a corporate grant from 2016-17 due to removal of ring-fence.
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-5,564	-6,654	-6,610	-6,924	-7,249		
	TOTAL NET EXPENDITURE	15,521	13,892	13,632	13,035	12,929		

FUNDING SOURCES								
8	FUNDING OF GROSS EXPENDITURE							
C/R.8.001	Cash Limit Funding	-15,521	-13,892	-13,632	-13,035	-12,929	Existing	Net spend funded from general grants, business rates and Council Tax.
C/R.8.002	Public Health Grant	-265	-272	-	-	-	Existing	Funding transferred to Service areas where the management of Public Health functions will be undertaken by other County Council officers, rather than directly by the Public Health Team.
C/R.8.003	Fees & Charges	-5,299	-6,382	-6,610	-6,924	-7,249	New	Fees and charges for the provision of services.
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-21,085	-20,546	-20,242	-19,959	-20,178		

MEMORANDUM: SAVINGS / INCREASED INCOME					
Savings	-2,041	-732	-702	-597	-166
Changes to fees & charges	-433	-1,051	-193	-274	-279
TOTAL SAVINGS / INCREASED INCOME	-2,474	-1,783	-895	-871	-445

Section 4 - C: Corporate and Managed Services

Table 4: Capital Programme

Budget Period: 2014-15 to 2023-24

Summary of Schemes by Start Date					Total Cost £000	Previous Years £000	2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	Later Years £000
Ongoing					36,332	7,266	3,046	1,455	5,505	5,500	5,500	8,060
Committed Schemes					12,771	4,461	3,160	1,950	1,200	1,000	1,000	-
2014-2015 Starts					26,020	-	6,000	13,520	3,500	3,000	-	-
2015-2016 Starts					4,650	-	-	2,500	2,150	-	-	-
2016-2017 Starts					1,500	-	-	-	500	500	500	-
2017-2018 Starts					-	-	-	-	-	-	-	-
2018-2019 Starts					-	-	-	-	-	-	-	-
TOTAL BUDGET					81,273	11,727	12,206	19,425	12,855	10,000	7,000	8,060

Ref	Scheme	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	Later Years £000
C/C.01	Effective Property Asset Management										
C/C.1.001	Shire Hall		Ongoing	6,674	2,514	1,110	610	610	610	610	610
C/C.1.002	Local Plans - representations		Ongoing	1,548	374	804	45	45	40	40	200
C/C.1.003	County Farms investment (Viability)	C/R.5.950 C/R.7.104	Committed	8,031	3,031	1,000	1,000	1,000	1,000	1,000	-
C/C.1.004	Building Maintenance		Ongoing	8,121	2,121	600	600	600	600	600	3,000
C/C.1.005	Housing provision (primarily for rent) on CCC portfolio	C.R.7.102	Ongoing	17,500	-	300	200	4,250	4,250	4,250	4,250
C/C.1.006	Agricultural Land Purchase and Investment		2014-15	-	-	-	-	-	-	-	-
C/C.1.007	Trumpington Option Land		2014-15	950	-	950	-	-	-	-	-
C/C.1.008	Other Committed Projects		Ongoing	2,489	2,257	232	-	-	-	-	-
C/C.1.010	Closed Landfill Sites Development		2014-15	200	-	150	50	-	-	-	-
C/C.1.011	Community Hubs		Committed	340	250	90	-	-	-	-	-
C/C.1.012	Disposal / Relocation of Huntingdon Highways Depot		2014-15	1,625	-	75	50	1,500	-	-	-
C/C.1.013	MAC Public Property Partnership & Market Towns Project	C/R.5.952	2014-15	7,000	-	1,000	1,000	2,000	3,000	-	-
C/C.1.014	MAC Joint Operations Centre (south)	C/R.6.952 C/R.5.951 C/R.6.951	2015-16	3,150	-	-	1,000	2,150	-	-	-
C/C.1.016	Renewable Energy - Soham	C/R.7.105 C/R.7.106	2014-15	10,245	-	600	9,645	-	-	-	-
C/C.1.017	Community Hubs - Sawston		2014-15	1,250	-	625	625	-	-	-	-
C/C.1.018	Community Hubs - East Barnwell		2014-15	2,300	-	1,150	1,150	-	-	-	-
	Total - Effective Property Asset Management			71,423	10,547	8,686	15,975	12,155	9,500	6,500	8,060
C/C.02	Other Managed										
C/C.2.001	Optimising the benefits of IT for Smarter Business Working		2014-15	2,100	-	1,100	1,000	-	-	-	-

Section 4 - C: Corporate and Managed Services

Table 4: Capital Programme

Budget Period: 2014-15 to 2023-24

Ref	Scheme	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	Later Years £000
C/C.2.002	Implementing IT Resilience Strategy for Data Centres		2015-16	500	-	-	500	-	-	-	-
C/C.2.007	Achieve ubiquitous wireless across CCC sites		2014-15	100	-	100	-	-	-	-	-
C/C.2.008	IT Infrastructure Investment		Committed	2,400	650	600	950	200	-	-	-
C/C.2.009	Telephony Infrastructure Refresh		2015-16	1,000	-	-	1,000	-	-	-	-
C/C.2.010	Microsoft Enterprise Agreement for CCC		2016-17	1,500	-	-	-	500	500	500	-
C/C.2.011	CCC Contribution to Carbon Reduction & Improved Efficiency		Committed	2,000	530	1,470	-	-	-	-	-
C/C.2.012	Solar PV	C/R.7.107 C/R.7.108	2014-15	250	-	250	-	-	-	-	-
	Total - Other Managed			9,850	1,180	3,520	3,450	700	500	500	-
	TOTAL BUDGET			81,273	11,727	12,206	19,425	12,855	10,000	7,000	8,060

Funding	2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	Later Years £000
Government Approved Funding						
Total - Government Approved Funding	-	-	-	-	-	-
Locally Generated Funding						
Anticipated Developer Contributions	-	255	-	-	-	-
Capital Receipts	4,669	4,260	30,664	10,086	4,565	7,751
Prudential Borrowing	5,943	13,360	-19,115	-4,336	185	-3,941
Prudential Borrowing (Repayable)	594	1,250	1,306	4,250	2,250	4,250
Other Contributions	1,000	300	-	-	-	-
Total - Locally Generated Funding	12,206	19,425	12,855	10,000	7,000	8,060
TOTAL FUNDING	12,206	19,425	12,855	10,000	7,000	8,060

Section 4 - C: Corporate and Managed Services

Table 5: Revenue - Financing Debt Charges Overview

Budget Period: 2014-15 to 2018-19

Detailed Plans	Outline Plans
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Ref	Title	2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	Type	Description
1	OPENING GROSS EXPENDITURE	35,204	34,142	39,127	43,477	44,281		
1.999	REVISED OPENING GROSS EXPENDITURE	35,204	34,142	39,127	43,477	44,281		
2	INFLATION							
2.999	Subtotal Inflation	-	-	-	-	-		
3	DEMOGRAPHY AND DEMAND							
3.999	Subtotal Demography and Demand	-	-	-	-	-		
4	PRESSURES							
4.999	Subtotal Pressures	-	-	-	-	-		
5	INVESTMENTS							
F/R.5.001	Revenue impact of Capital decisions	-62	4,985	4,350	804	488	Modified	Change in borrowing costs as a result of changes to levels of prudential borrowing in the capital programme. Provision for slippage across the capital programme.
F/R.5.002	Slippage provision	-1,000	-	-	-	-	New	
5.999	Subtotal Investments	-1,062	4,985	4,350	804	488		
6	SAVINGS							
6.999	Subtotal Savings	-	-	-	-	-		
	TOTAL GROSS EXPENDITURE	34,142	39,127	43,477	44,281	44,769		
7	FEES, CHARGES & RING-FENCED GRANTS							
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-	-	-	-	-		
	TOTAL NET EXPENDITURE	34,142	39,127	43,477	44,281	44,769		

FUNDING SOURCES								
8	FUNDING OF GROSS EXPENDITURE							
F/R.8.101	Cash Limit Funding	-34,142	-39,127	-43,477	-44,281	-44,769	Modified	Net spend funded from general grants, business rates and Council Tax.
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-34,142	-39,127	-43,477	-44,281	-44,769		

D: LGSS Overview

Services to be provided

LGSS is a partnership between Cambridgeshire County Council (CCC) and Northamptonshire County Council (NCC) to provide an extensive range of professional and transactional business support services to the two councils and other public bodies.

The aim of LGSS is to provide high quality services at low costs by:

- Sharing the cost of management and specialists
- Effective and efficient use of technology
- Simplifying and standardising processes and procedures
- Making economies of scale and generating income
- Growth through provision of services to wider partners

The services provided to Cambridgeshire County Council are as follows:

- Audit, Risk and Insurance
- Business Transformation
- Customer Services - Helpdesk
- Democratic Services
- Finance
- IT Operations
- IT Strategy
- Legal Services
- Pensions Service
- Performance and Service Assurance

- Procurement
- Property Services
- Revenues and Benefits
- Strategic Asset Management
- Strategic HR and Advisory
- Transactional Services: Debt & Assessment, Payroll & Recruitment, Procure to Pay & Accountancy, Service Improvement
- Workforce Development
- Workforce Strategy and Policy

LGSS discharges certain statutory duties under the Local Government Act, particularly in respect of those that fall to the:

- Section 151 Officer
- Monitoring Officer

In addition to these duties LGSS is responsible for discharging specific duties in respect of employment law, procurement law, and pension administration and investments (this list is not exhaustive).

Key outcomes and priorities of the service

Details of the outcomes and priorities of LGSS-provided corporate services are set out in the LGSS Strategic Plan.

In summary the intent is to offer a full and comprehensive range of professional and transactional business support services to the two partnering authorities and other partners, including Northampton Borough Council, Norwich City Council and Huntingdonshire District Council.

The aim is for the performance of the services in qualitative terms to be no less than the upper quartile for local authorities, at a cost that is no more than the lower quartile for authorities as measured by "industry standard" benchmarks.

How will our services change as a result of this Business Plan?

LGSS is continuing to deliver the outcomes in its Strategic Plan.

There has been a significant joining together of teams across Cambridgeshire and Northamptonshire over the past three years and this has been supported by the recent upgrade to Oracle, the authorities' key management information system. LGSS has been able to converge processes and procedures allowing the co-location of teams in the provision of transactional services.

LGSS continues to make the best use of technology to provide efficient services with developments such as the introduction of scanning and e-forms used for travel expenses and absence management to replace existing processes.

LGSS will achieve growth by being the preferred "partner of choice" for pan-public sector organisations within the region of our founding counties and their adjacent areas. We differentiate ourselves through being 'by the public sector for the public sector' and by offering the best value alternative to traditional outsourcing.

We provide a full range of business, professional, strategic and transactional support services to help enable business

transformation for our customers in a way that provides local economic benefits through maintaining employment in our region.

LGSS will continue to be open to a third major shareholder customer from within the region that has the same business ethos, is of a similar scale and offers a compelling business case.

LGSS will continue to expand with new, non-shareholding customers from within the region with particular emphasis on working with local authorities, health and social care, schools and police services.

LGSS will develop individual market leading service offerings for accelerated growth within the region of our founding counties and their adjacent areas and will consider opportunities beyond our region on a case-by-case basis.

Section 4 - D: LGSS - Cambridge Office

Table 1: Revenue - Summary of Gross Budget by Operational Division

Budget Period: 2014-15 to 2018-19

Gross Revised Opening Budget 2014-15 £000		Net Budget 2014-15 £000	Fees, Charges & Ring-fenced Grants 2014-15 £000	Gross Budget 2014-15 £000	Gross Budget 2015-16 £000	Gross Budget 2016-17 £000	Gross Budget 2017-18 £000	Gross Budget 2018-19 £000
	Central Management							
398	Service Assurance	157	-220	377	373	369	369	369
926	Trading	-8,205	-9,131	926	926	926	926	926
1,324	Subtotal Central Management	-8,048	-9,351	1,303	1,299	1,295	1,295	1,295
	Finance							
856	Chief Finance Officer	753	-11	764	731	699	699	699
104	Strategic Finance	56	-51	107	107	107	107	107
648	Strategic Asset Management	662	-3	665	665	665	665	665
674	CF, ETE, CS & LGSS Finance	676	-	676	676	676	676	676
1,930	CFA Finance	1,508	-485	1,993	1,993	1,993	1,993	1,993
2,161	Pensions Service	37	-2,125	2,162	2,162	2,162	2,162	2,162
6,373	Subtotal Finance	3,692	-2,675	6,367	6,334	6,302	6,302	6,302
	People, Transformation & Transactional							
-80	Director of People, Transformation & Transactional	-743	-519	-224	-270	-316	-316	-316
1,139	HR Business Partners	1,164	-	1,164	1,164	1,164	1,164	1,164
635	HR Policy & Strategy	578	-72	650	651	651	651	651
2,310	LGSS Programme Team	2,248	-103	2,351	2,351	2,351	2,351	2,351
801	Organisational & Workforce Development	725	-58	783	783	783	783	783
2,243	Revenues & Benefits	2,243	-	2,243	2,243	2,243	2,243	2,243
1,813	Transactional Services	1,593	-265	1,858	1,858	1,858	1,858	1,858
8,861	Subtotal People, Transformation & Transactional	7,808	-1,017	8,825	8,780	8,734	8,734	8,734
	Law, Property & Governance							
-	Director of Law, Property & Governance	-543	-446	-97	-116	-135	-135	-135
907	Audit & Risk Management	896	-20	916	916	916	916	916
24	Legal Services	-199	-150	-49	-49	-49	-49	-49
504	Democratic & Scrutiny Services	491	-18	509	475	450	443	443
417	Procurement	403	-25	428	428	428	428	428
744	Property Operations & Delivery	748	-16	764	764	764	764	764
2,596	Subtotal Law, Property & Governance	1,796	-675	2,471	2,418	2,374	2,367	2,367
	IT Services							
5,076	IT Services	5,103	-	5,103	5,077	5,051	5,051	5,051
5,076	Subtotal IT Services	5,103	-	5,103	5,077	5,051	5,051	5,051

Section 4 - D: LGSS - Cambridge Office

Table 1: Revenue - Summary of Gross Budget by Operational Division

Budget Period: 2014-15 to 2018-19

Gross Revised Opening Budget 2014-15 £000		Net Budget 2014-15 £000	Fees, Charges & Ring-fenced Grants 2014-15 £000	Gross Budget 2014-15 £000	Gross Budget 2015-16 £000	Gross Budget 2016-17 £000	Gross Budget 2017-18 £000	Gross Budget 2018-19 £000
	Future Years							
	- Inflation	-	-	-	368	724	1,073	1,405
	- Savings	-	-	-	-263	-775	-1,709	-2,526
24,230	LGSS - CAMBRIDGE OFFICE BUDGET TOTAL	10,351	-13,718	24,069	24,013	23,705	23,113	22,628

Section 4 - D: LGSS - Cambridge Office

Table 2: Revenue - Gross Budget Changes by Operational Division
Budget Period: 2014-15

	Gross Revised Opening Budget £000	Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings £000	Gross Budget £000
Central Management							
Service Assurance	398	12	-	-	-	-33	377
Trading	926	-	-	-	-	-	926
Subtotal Central Management	1,324	12	-	-	-	-33	1,303
Finance							
Chief Finance Officer	856	6	-	-	-	-98	764
Strategic Finance	104	3	-	-	-	-	107
Strategic Asset Management	648	17	-	-	-	-	665
CF, ETE, CS & LGSS Finance	659	17	-	-	-	-	676
CFA Finance	1,945	48	-	-	-	-	1,993
Pensions Service	2,161	1	-	-	-	-	2,162
Subtotal Finance	6,373	92	-	-	-	-98	6,367
People, Transformation & Transactional							
Director of People, Transformation & Transactional	-80	-	-	-	-	-144	-224
HR Business Partners	1,139	25	-	-	-	-	1,164
HR Policy & Strategy	635	15	-	-	-	-	650
LGSS Programme Team	2,310	41	-	-	-	-	2,351
Organisational & Workforce Development	801	14	-	-	-32	-	783
Revenues & Benefits	2,243	-	-	-	-	-	2,243
Transactional Services	1,813	45	-	-	-	-	1,858
Subtotal People, Transformation & Transactional	8,861	140	-	-	-32	-144	8,825
Law, Property & Governance							
Director of Law, Property & Governance	-	-	-	-	-	-97	-97
Audit & Risk Management	907	9	-	-	-	-	916
Legal Services	24	2	-	-	-	-75	-49
Democratic & Scrutiny Services	504	13	-	-	-	-8	509
Procurement	417	11	-	-	-	-	428
Property Operations & Delivery	744	20	-	-	-	-	764
Subtotal Law, Property & Governance	2,596	55	-	-	-	-180	2,471
IT Services							
IT Services	5,076	59	-	-	-	-32	5,103
Subtotal IT Services	5,076	59	-	-	-	-32	5,103
LGSS - CAMBRIDGE OFFICE BUDGET TOTAL	24,230	358	-	-	-32	-487	24,069

Section 4 - D: LGSS - Cambridge Office

Table 3: Revenue - Overview

Budget Period: 2014-15 to 2018-19

Detailed Plans	Outline Plans
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Ref	Title	2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	Type	Description
1	OPENING GROSS EXPENDITURE	28,877	24,069	24,013	23,705	23,113		
D/R.1.001	Base Adjustment - Managed into Corporate Services	-13,209	-	-	-	-	- New	Adjustment for separation of LGSS Operational and Managed budgets.
D/R.1.002	Base Adjustment - Transfer of services between Corporate Services and LGSS Operational	569	-	-	-	-	- New	Transfer of Democratic and Scrutiny Services from Corporate Services to LGSS Operational.
D/R.1.003	Base Adjustment	7,993	-	-	-	-	- New	Adjustment for permanent changes to base budgets from decisions made in 2013-14.
1.999	REVISED OPENING GROSS EXPENDITURE	24,230	24,069	24,013	23,705	23,113		
2	INFLATION							
D/R.2.001	Inflation	355	365	356	349	332	Existing	Forecast pressure from inflation, based on detailed analysis incorporating national economic forecasts, specific contract inflation and other forecast inflationary pressures.
D/R.2.002	Public Health funded inflation	3	3	-	-	-	- New	Forecast pressure from inflation on Public Health funded services to be funded from the Public Health grant.
2.999	Subtotal Inflation	358	368	356	349	332		
3	DEMOGRAPHY AND DEMAND							
3.999	Subtotal Demography and Demand	-	-	-	-	-		
4	PRESSURES							
4.999	Subtotal Pressures	-	-	-	-	-		
5	INVESTMENTS							
D/R.5.301	Growing Apprenticeships: Up skilling the Future Workforce	-32	-	-	-	-	- Existing	Removal of one-off investment for CCC apprenticeships scheme.
5.999	Subtotal Investments	-32	-	-	-	-		
6	SAVINGS							
D/R.6.001	Central Management Service Assurance	-27	-	-	-	-	- New	Savings to be achieved within Service Assurance.
D/R.6.101	Finance Finance Directorate efficiencies	-65	-	-	-	-	- New	Savings to be achieved across finance teams.
D/R.6.201	People, Transformation & Transactional People, Transformation & Transactional	-78	-	-	-	-	- New	Savings to be achieved within People, Transformation & Transactional Services.

Section 4 - D: LGSS - Cambridge Office

Table 3: Revenue - Overview
Budget Period: 2014-15 to 2018-19

Ref	Title	Detailed Plans		Outline Plans			Type	Description
		2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000		
	Law, Property & Governance							
D/R.6.301	Law, Property & Governance Saving	-64	-	-	-	-	New	Saving to be achieved across Law, Property & Governance Services.
D/R.6.302	Legal Services Trading	-75	-	-	-	-	New	Full recognition of Legal trading surplus.
D/R.6.303	Democratic & Scrutiny Savings	-8	-34	-25	-7	-	New	Savings to be achieved by Democratic & Scrutiny Services following transfer from Corporate Services.
	IT Services							
D/R.6.401	IT Service Efficiencies	-11	-	-	-	-	New	Savings to be achieved across IT Services
	LGSS Cross-Directorate							
D/R.6.501	LGSS Cross-cutting efficiencies	-	-185	-485	-476	-	New	Cross-cutting efficiencies to be achieved across all LGSS services.
D/R.6.502	Employment Review	-159	-127	-127	-	-	New	Savings from employment review.
D/R.6.503	Additional Savings to be Identified	-	-78	-27	-458	-817	New	Additional savings to be identified across LGSS.
6.999	Subtotal Savings	-487	-424	-664	-941	-817		
	TOTAL GROSS EXPENDITURE	24,069	24,013	23,705	23,113	22,628		
	7 FEES, CHARGES & RING-FENCED GRANTS							
D/R.7.001	Previous year's fees, charges & ring-fenced grants	-13,004	-13,718	-14,212	-14,119	-14,252	Existing	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.
D/R.7.002	Fees and charges inflation	-16	-28	-30	-33	-33	Existing	Uplift in external charges to reflect inflation pressures on the costs of services.
	Changes to fees & charges							
D/R.7.101	Future Sharing and Trading	-630	-463	-100	-100	-	Modified	Additional surplus from further sharing / trading.
	Changes to ring-fenced grants							
D/R.7.201	Change in Public Health Grant	-68	-3	223	-	-	New	Change in ring-fenced Public Health grant to reflect increased cost of Public Health functions and treatment as a corporate grant from 2016-17 due to removal of ring-fence.
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-13,718	-14,212	-14,119	-14,252	-14,285		
	TOTAL NET EXPENDITURE	10,351	9,801	9,586	8,861	8,343		

Section 4 - D: LGSS - Cambridge Office

Table 3: Revenue - Overview

Budget Period: 2014-15 to 2018-19

Detailed Plans	Outline Plans
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Ref	Title	2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	Type	Description
FUNDING SOURCES								
8	FUNDING OF GROSS EXPENDITURE							
D/R.8.001	Cash Limit Funding	-10,351	-9,801	-9,586	-8,861	-8,343	Existing	Net spend funded from general grants, business rates and Council Tax.
D/R.8.002	Cambridgeshire Maintained Schools income	-475	-475	-475	-475	-475	Existing	Expected income from Cambridgeshire maintained schools.
D/R.8.003	Fees & Charges	-13,023	-13,514	-13,644	-13,777	-13,810	New	Fees and charges for the provision of services.
D/R.8.004	Public Health Grant	-220	-223	-	-	-	New	Funding transferred to Service areas where the management of Public Health functions will be undertaken by other County Council officers, rather than directly by the Public Health Team.
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-24,069	-24,013	-23,705	-23,113	-22,628		

MEMORANDUM: SAVINGS / INCREASED INCOME					
Savings	-487	-424	-664	-941	-817
Changes to fees & charges	-630	-463	-100	-100	-
TOTAL SAVINGS / INCREASED INCOME	-1,117	-887	-764	-1,041	-817

E: Public Health Overview

Services to be provided

The Public Health Directorate is responsible for the commissioning and provision of services that will improve and protect the health of local people. This includes public health advice to various organisations and communities.

The Public Health Budget for 2014-15 is allocated by the Department of Health and is ring-fenced.

Services cover the following:

- Improving the health of the local population and reducing health inequalities with a focus on prevention.
- Oversight of plans to protect the health of the local population from public health hazards, such as infectious diseases.
- Providing specialist public health advice to local authorities and local NHS Commissioners.

The Public Health Directorate is instrumental in improving and protecting health across all functions within the local authority.

Health improvement services commissioned or provided by the Directorate include:

- Sexual health services, including testing for and treatment of infections, contraception and disease prevention.
- Smoking cessation and tobacco control.
- School nursing.

- Interventions to promote physical activity and healthy diet and help people manage their weight.
- NHS Health Checks.
- The national childhood measurement programme.

Key outcomes and priorities

Working within the national Public Health Outcomes Framework (PHOF), there are two overarching outcomes:

- Increased healthy life expectancy.
- Reduction in differences in life expectancy and healthy life expectancy between communities.

In order to achieve these outcomes, there are further outcome indicators over four domains:

- Improving the wider determinants of health - improving factors that have a diverse effect on health and wellbeing, and health inequalities.
- Health improvement - assistance with healthier lifestyles, healthy choices and a reduction in health inequalities.
- Health protection - from major incidents and other threats.
- Healthcare - reducing preventable ill health and preventable mortality, whilst reducing the gap between communities.

Prioritisation will be given to areas highlighted as Local Needs in the Joint Strategic Needs Assessment (JSNA) and The Health & Wellbeing Strategy (HWB).

www.cambridgeshirejsna.org.uk

How will our service change?

Public Health will invest in the following projects:

- Health trainers - who provide a cost effective way of delivering brief interventions to improve health, including physical activity, weight management and overall wellbeing. Financial evaluation of the existing health trainer service which covers part of the county has shown long term savings to the public sector.
- Health at work - a pilot initiative in one County Council workplace with evidence based interventions to promote staff health, and reduce sickness and absence, with inbuilt evaluation of financial savings.
- Mental Health and suicide prevention training to be commissioned for non-specialist staff across a range of agencies. The importance of mental health has been a particularly strong area of stakeholder and public health feedback.

Savings to support funding of these investments will be made through procurement processes for sexual health services, weight management services and health trainers, and through a reduced budget for the Public Health Intelligence service, which will impact on some aspects of Public Health analysis.

Section 4 - E: Public Health

Table 1: Revenue - Summary of Gross Budget by Operational Division
Budget Period: 2014-15 to 2018-19

Gross Revised Opening Budget 2014-15 £000		Net Budget 2014-15 £000	Fees, Charges & Ring-fenced Grants 2014-15 £000	Gross Budget 2014-15 £000	Gross Budget 2015-16 £000	Gross Budget 2016-17 £000	Gross Budget 2017-18 £000	Gross Budget 2018-19 £000
	Health Improvement							
4,516	Sexual Health STI testing & treatment	-	-4,710	4,710	4,850	4,996	5,126	5,246
1,148	Sexual Health and Contraception	-	-1,175	1,175	1,204	1,237	1,266	1,292
84	National Childhood Measurement Programme	-	-86	86	87	89	91	93
272	Sexual Health Services Prevention and Promotion	-	-281	281	288	296	304	311
343	Obesity Adults	-	-312	312	321	330	338	346
160	Obesity Children	-	-166	166	173	180	186	193
95	Physical Activity Adults	-	-97	97	99	101	103	104
15	Physical Activity Children	-	-15	15	16	16	16	17
1,261	Stop Smoking Service & Intervention	-	-1,286	1,286	1,313	1,338	1,364	1,390
30	Wider Tobacco Control	-	-31	31	31	32	32	33
695	General Prevention Activities	-	-975	975	990	1,005	1,019	1,033
8,619	Subtotal Health Improvement	-	-9,134	9,134	9,372	9,620	9,845	10,058
	Children Health							
1,386	Children 5-19 PH Programme	-	-1,610	1,610	1,668	1,733	1,796	1,854
1,386	Subtotal Children Health	-	-1,610	1,610	1,668	1,733	1,796	1,854
	Adult Health & Wellbeing							
785	NHS Health Checks Programme	-	-810	810	837	864	888	910
785	Subtotal Adult Health & Wellbeing	-	-810	810	837	864	888	910
	Intelligence Team							
15	Public Health Advice	-	-15	15	16	16	16	17
56	Info & Intelligence Misc	-	-22	22	23	24	26	26
71	Subtotal Intelligence Team	-	-37	37	39	40	42	43
	Programme Team							
25	PT - Obesity Adults	-	-25	25	26	27	27	28
30	Stop Smoking no pay staff costs	-	-31	31	31	32	33	33
90	General Prevention, Traveller, Lifestyle	-	-92	92	94	96	98	100
145	Subtotal Programme Team	-	-148	148	151	155	158	161
	Public Health Directorate							
2,511	Public Health - Admin & Salaries	-	-2,562	2,562	2,616	2,668	2,720	2,772

Section 4 - E: Public Health

Table 1: Revenue - Summary of Gross Budget by Operational Division
Budget Period: 2014-15 to 2018-19

Gross Revised Opening Budget 2014-15 £000		Net Budget 2014-15 £000	Fees, Charges & Ring-fenced Grants 2014-15 £000	Gross Budget 2014-15 £000	Gross Budget 2015-16 £000	Gross Budget 2016-17 £000	Gross Budget 2017-18 £000	Gross Budget 2018-19 £000
20	LA Role in Health Protection	-	-20	20	21	21	22	22
-	Health Protection Emergency Planning	-	-	-	-	-	-	-
55	Public Mental Health	-	-102	102	103	104	105	107
75	Comm Safety, Violence Prevention	-	-8	8	18	28	37	47
50	Dental PH	-	-51	51	52	53	54	55
2,711	Subtotal Public Health Directorate	-	-2,743	2,743	2,810	2,874	2,938	3,003
	Future Years Savings	-	-	-	-103	-212	-355	-1,173
13,717	PUBLIC HEALTH TOTAL	-	-14,482	14,482	14,774	15,074	15,312	14,856

The above Public Health Directorate does not constitute the full extent of Public Health expenditure. The reconciliation below sets out where the Public Health grant is being managed in other areas of the County Council.

	Children, Families and Adults Services							
91	Making Every Adult Matter	-	-93	93	95	97	99	101
117	Community Navigators	-	-119	119	121	123	126	129
50	Age UK Contract - winterwise healthy homes assessment and physical activity promotion	-	-51	51	52	53	54	55
50	Older People Day Services - physical activity promotion	-	-51	51	52	53	54	55
50	Housing related support	-	-51	51	52	53	54	55
20	Public Health Researcher	-	-20	20	20	20	20	20
55	Personal, Social and Health Education (PSHE)	-	-56	56	57	58	59	60
167	Children Centres	-	-170	170	174	178	182	186
109	Mental Health Youth Counselling Service	-	-111	111	113	115	117	119
69	Child and Adolescent Mental Health (CAMH) Trainer	-	-71	71	73	75	77	79
57	Teenage Pregnancy	-	-58	58	59	60	61	62
5,877	Drug and Alcohol Action Team (DAAT)	-	-6,010	6,010	6,147	6,287	6,427	6,568
90	Changing behaviours of staff within CCC	-	-92	92	94	96	98	100
6,802	Subtotal Children, Families and Adults Services	-	-6,953	6,953	7,109	7,268	7,428	7,589
	Economy, Transport and Environment Services							
225	Road Safety - Campaigns for Children	-	-230	230	235	240	245	250
20	Road Safety - Accident awareness signs	-	-20	20	20	20	20	20

Section 4 - E: Public Health

Table 1: Revenue - Summary of Gross Budget by Operational Division

Budget Period: 2014-15 to 2018-19

Gross Revised Opening Budget 2014-15 £000		Net Budget 2014-15 £000	Fees, Charges & Ring-fenced Grants 2014-15 £000	Gross Budget 2014-15 £000	Gross Budget 2015-16 £000	Gross Budget 2016-17 £000	Gross Budget 2017-18 £000	Gross Budget 2018-19 £000
30	Trading Standards - Kick Ash	-	-31	31	32	33	34	35
15	Trading Standards - Alcohol underage sales	-	-15	15	15	15	15	15
25	Trading Standards - To encourage sporting activities	-	-25	25	25	26	27	28
20	Trading Standards - Arts / Museums, to support wellbeing, social inclusion, etc. arts related projects - grants and 0.5 FTE	-	-20	20	20	20	20	20
35	Bikeability - cycling promotion	-	-36	36	37	38	39	40
10	Registration and Library Service promotions	-	-10	10	10	10	10	10
30	Changing behaviours of staff within CCC	-	-31	31	32	33	34	35
410	Subtotal Economy, Transport and Environment Services	-	-418	418	426	435	444	453
	Corporate Services							
50	Research	-	-51	51	52	53	54	55
25	Health and Wellbeing Board Support	-	-26	26	27	28	29	30
20	Contact Centre	-	-20	20	20	20	20	20
35	Overhead functions on behalf of Public Health	-	-37	37	39	41	43	45
30	Changing behaviours of staff within CCC	-	-31	31	32	33	34	35
98	Overheads associated with Public Health function (LGSS Managed)	-	-100	100	102	104	106	108
258	Subtotal Corporate Services	-	-265	265	272	279	286	293
	LGSS - Cambridge Office							
217	Overheads associated with Public Health function	-	-220	220	223	226	229	232
217	Subtotal LGSS - Cambridge Office	-	-220	220	223	226	229	232
7,687	PUBLIC HEALTH MANAGED IN OTHER SERVICE AREAS TOTAL	-	-7,856	7,856	8,030	8,208	8,387	8,567
-174	Less Fees & Charges / Contributions	-	39	-39	-39			
21,230	EXPENDITURE FUNDED BY PUBLIC HEALTH GRANT TOTAL	-	-22,299	22,299	22,765			

Section 4 - E: Public Health

Table 2: Revenue - Gross Budget Changes by Operational Division

Budget Period: 2014-15

	Gross Revised Opening Budget £000	Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings £000	Gross Budget £000
Health Improvement							
Sexual Health STI testing & treatment	4,516	90	32	120	-	-48	4,710
Sexual Health and Contraception	1,148	23	4	-	-	-	1,175
National Childhood Measurement Programme	84	2	-	-	-	-	86
Sexual Health Services Prevention and Promotion	272	6	3	-	-	-	281
Obesity Adults	343	7	2	-	-	-40	312
Obesity Children	160	3	3	-	-	-	166
Physical Activity Adults	95	2	-	-	-	-	97
Physical Activity Children	15	-	-	-	-	-	15
Stop Smoking Service & Intervention	1,261	25	-	-	-	-	1,286
Wider Tobacco Control	30	1	-	-	-	-	31
General Prevention Activities	695	14	-	36	230	-	975
Subtotal Health Improvement	8,619	173	44	156	230	-88	9,134
Children Health							
Children 5-19 PH Programme	1,386	28	33	163	-	-	1,610
Subtotal Children Health	1,386	28	33	163	-	-	1,610
Adult Health & Wellbeing							
NHS Health Checks Programme	785	16	9	-	-	-	810
Subtotal Adult Health & Wellbeing	785	16	9	-	-	-	810
Intelligence Team							
Public Health Advice	15	-	-	-	-	-	15
Info & Intelligence Misc	56	1	-	-	-	-35	22
Subtotal Intelligence Team	71	1	-	-	-	-35	37
Programme Team							
PT - Obesity Adults	25	-	-	-	-	-	25
Stop Smoking no pay staff costs	30	1	-	-	-	-	31
General Prevention, Traveller, Lifestyle	90	2	-	-	-	-	92
Subtotal Programme Team	145	3	-	-	-	-	148
Public Health Directorate							
Public Health - Admin & Salaries	2,511	51	-	-	-	-	2,562

Section 4 - E: Public Health

Table 2: Revenue - Gross Budget Changes by Operational Division

Budget Period: 2014-15

	Gross Revised Opening Budget £000	Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings £000	Gross Budget £000
LA Role in Health Protection	20	-	-	-	-	-	20
Health Protection Emergency Planning	-	-	-	-	-	-	-
Public Mental Health	55	1	-	-	46	-	102
Comm Safety, Violence Prevention	75	1	7	-	-	-75	8
Dental PH	50	1	-	-	-	-	51
Subtotal Public Health Directorate	2,711	54	7	-	46	-75	2,743
PUBLIC HEALTH TOTAL	13,717	275	93	319	276	-198	14,482

Section 4 - E: Public Health

Table 3: Revenue - Overview

Budget Period: 2014-15 to 2018-19

Ref	Title	Detailed Plans		Outline Plans			Type	Description
		2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000		
1	OPENING GROSS EXPENDITURE	13,678	14,482	14,774	15,074	15,312		
E/R.1.001	Increased spend funded by external income	39	-	-	-	-		Income from teaching medical students.
1.999	REVISED OPENING GROSS EXPENDITURE	13,717	14,482	14,774	15,074	15,312		
2	INFLATION							
E/R.2.001	Inflation funded by Public Health Grant	275	290	287	285	281	New	Forecast pressure from inflation, based on detailed analysis incorporating national economic forecasts, specific contract inflation and other forecast inflationary pressures.
2.999	Subtotal Inflation	275	290	287	285	281		
3	DEMOGRAPHY AND DEMAND							
E/R.3.001	Sexual Health Services	39	51	65	42	34	New	Funding to support increased demand for sexual health services including treatment services, contraceptive services and sexual health preventative services.
E/R.3.002	Health Improvement	18	20	21	17	15	New	Funding to support increased demand for health checks, health trainers and adult weight management services.
E/R.3.003	Children's Services	36	32	40	37	32	New	Funding to support increased demand for school nursing, weight management (children's) and counselling services.
3.999	Subtotal Demography and Demand	93	103	126	96	81		
4	PRESSURES							
E/R.4.001	Local HIV services	120	-	-	-	-	New	There is currently a lack of clarity over whether NHS England will fund local HIV services or whether this will sit with local authorities. The risk to the County Council in 2014-15 varies from £0k to £235k, but our best estimate is £120k. We are seeking clarification from both Cambridgeshire Community Services and NHS England in relation to this.
E/R.4.002	Childhood vision screening	163	-	-	-	-	New	County Council Public Health are expected to fund the childhood vision screening programme in Cambridgeshire, because it is classified as a school entry Health Child programme. Funding for the programme was not allowed for in the DH allocations for 2013-14 and 2014-15 because it was not included in the local public health spend return. The programme will need to be picked up as part of the growth in the public health grant in 2014/15. In 2013/14 it is currently being funded by the Clinical Commissioning Group, although this may be subject to change.
E/R.4.003	Independent domestic violence advocate	36	-	-	-	-	New	NHS Public health provided non-recurrent revenue grants to the County Council in 2011-12 and 2012-13 to employ an independent domestic violence advocate linked to Addenbrookes A&E. Due to recruitment delays the funding for 2012-13 was used in 2013-14 and no grant was needed. Ongoing funding for the post in 2014-15 is therefore a new pressure on the public health budget.
4.999	Subtotal Pressures	319	-	-	-	-		

Section 4 - E: Public Health

Table 3: Revenue - Overview
Budget Period: 2014-15 to 2018-19

Ref	Title	Detailed Plans		Outline Plans			Type	Description
		2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000		
5	INVESTMENTS							
E/R.5.001	Countywide Health Trainer Lifestyle Service	200	-	-	-	-	New	Health trainers deliver low cost evidence based interventions, which support adults to change health related behaviours such as smoking, physical activity, diet and alcohol use. Economic analysis shows their work to be cost saving to the wider economy and public sector, due to reduction in illness and disability. The current health trainer service covers the most socio-economically deprived 20% of Cambridgeshire at a cost of £500k and is delivering good performance and outcomes. The additional £200k investment, together with re-procurement, will enable a county-wide service to be provided – with higher levels of service in the areas of greatest need, but a basic level of access (through GP or children’s centre referral) throughout the county.
E/R.5.002	County Council Workplace Health Initiative	30	-	-	-	-	New	NICE Guidance on workplace physical activity and mental health programmes states these programmes are cost saving for the employer due to reductions in staff sickness absence, turnover and increased productivity. This proposal is to test the NICE programme in one location in Cambridgeshire County Council, and assess the overall financial impact, with a view to a further business case in 2015-16 if the programme is successful.
E/R.5.003	Mental Health Promotion and Training for front line professionals	46	-	-	-	-	New	The proposal is to commission mental health and suicide prevention training throughout Cambridgeshire for professional groups and third sector organisations (e.g. police, housing officers, CAB staff) in regular contact with adults with mental health problems or people who are at risk of suicide. The training will equip people in recognising the signs and symptoms of mental health problems and suicidal behaviour in people they encounter through the work they do. It will give them the skills and confidence to respond appropriately to affected individuals – to support them and refer them appropriately.
5.999	Subtotal Investments	276	-	-	-	-		
6	SAVINGS							
	Health Improvement							
E/R.6.001	Sexual health service procurement	-48	-	-	-	-	New	Sexual health services and chlamydia screening services for Cambridgeshire are currently out to procurement. This saving will be built into the procurement process for services which commence in April 2014.
E/R.6.002	Weight management services	-40	-	-	-	-	New	We plan to put weight management services out to procurement during 2014, together with health trainer services. A saving of £40k on weight management services (level 3) will be built into the procurement.
	Public Health Directorate							
E/R.6.003	Health inequalities initiatives	-75	-	-	-	-	New	Funding was historically granted to individual GP practices to support local health inequalities initiatives. The funding has recently been held to cover other contingencies and risks. The health trainer service provides a more cost effective way of delivering health inequalities initiatives. Therefore a saving of £75k is proposed on the health inequalities budget, to support the expansion of the health trainer service.

Section 4 - E: Public Health

Table 3: Revenue - Overview

Budget Period: 2014-15 to 2018-19

Detailed Plans	Outline Plans
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Ref	Title	2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	Type	Description
E/R.6.004	Intelligence Team Public health intelligence external costs	-35	-	-	-	-	New	Funding which historically was granted by Cambridgeshire PCT Public Health to the Eastern Region Public Health Observatory (now part of Public Health England) for support to local public health analyses will be released as a saving.
E/R.6.005	Public Health Cross-Directorate Savings to be delivered from review of public health funding and services	-	-101	-113	-143	-818	New	A review of public health funding and services will be undertaken in 2014-15, which will deliver the required savings.
6.999	Subtotal Savings	-198	-101	-113	-143	-818		
	TOTAL GROSS EXPENDITURE	14,482	14,774	15,074	15,312	14,856		
7	FEES, CHARGES & RING-FENCED GRANTS							
E/R.7.001	Previous year's fees, charges & ring-fenced grants	-13,678	-14,482	-14,774	-39	-39	Existing	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.
E/R.7.101	Changes to fees & charges Increase in fees and charges	-39	-	-	-	-		Income from teaching medical students.
E/R.7.201	Changes to ring-fenced grants Change in Public Health Grant	-765	-292	14,735	-	-	New	Change in ring-fenced Public Health grant to reflect increased cost of Public Health functions and treatment as a corporate grant from 2016-17 due to removal of ring-fence.
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-14,482	-14,774	-39	-39	-39		
	TOTAL NET EXPENDITURE	-	-	15,035	15,273	14,817		

FUNDING SOURCES								
8	FUNDING OF GROSS EXPENDITURE							
E/R.8.001	Cash Limit Funding	-	-	-15,035	-15,273	-14,817	New	Net spend funded from general grants, business rates and Council Tax.
E/R.8.101	Public Health Grant	-14,443	-14,735	-	-	-	Existing	Direct expenditure funded from Public Health grant.
E/R.8.102	Fees & Charges	-39	-39	-39	-39	-39	New	Income from teaching medical students.
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-14,482	-14,774	-15,074	-15,312	-14,856		

MEMORANDUM: SAVINGS / INCREASED INCOME					
Savings	-198	-101	-113	-143	-818
Changes to fees & charges	-39	-	-	-	-
TOTAL SAVINGS / INCREASED INCOME	-237	-101	-113	-143	-818